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ABSTRACT

In response to legislative mandate, this study: (1) investigates the need for the California Community and Junior College Association (CCJCA); (2) examines the functions of the CCJCA as a publicly funded agency; and (3) assesses the appropriateness of placing the governance of community college intercollegiate athletics under the authority of the CCJCA and requiring institutions to pay dues to CCJCA in order to participate in athletic events. Part I of the three-part study report details methodology, which involved a review of the literature and surveys of and interviews with college administrators, trustees, students, and faculty, and outlines summary recommendations. Part II examines the history of the CCJCA; its current status in terms of mission, organizational structure, finances, and dues structure; and survey responses concerning the perceived need for and functions of the CCJCA. Part III details findings related to the appropriateness of linking CCJCA's athletic sanctioning function with its legislative advocacy role. The survey instrument, interview schedule, a copy of the constitution and bylaws of the CCJCA, documents related to the proposed reorganization of the CCJCA Commission on Athletics, and membership dues information are appended. (JP)

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ED203895

CHANCELLOR'S REVIEW
of the
CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

Report Submitted in Response to
Supplemental Budget Language Item 384-1
of the 1980-81 Budget Act of the State of California

December 1980

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PART I:
BACKGROUND METHODOLOGIES
AND SUMMARY OF FINDINGS AND RECOMMENDATIONS

This report is submitted in response to Item 384-1 of Supplemental Language in the 1980-81 Budget Act of the State of California, which reads as follows:

> The Chancellors' Office shall review the rationale for public funding of the California Community and Junior College Association (CCJCA), including, but not limited to, an examination of (1) the need for CCJCA, (2) the role of CCJCA as a publicly funded community college association and (3) the appropriateness of linking the intercollegiate athletic sanctioning function of CCJCA with its advocacy role. The Chancellor's Office shall submit a report regarding such review to the California Postsecondary Education Commission (CPEC) not later than November 1, 1980.[1] CPEC shall submit such report, along with its comments thereupon, to the legislative budget committees not later than January 20, 1981.

Inclusion of this language in the Budget Act followed from testimony heard during the Spring, 1980, legislative budget hearings for the Board of Governors of the California Community Colleges, in response to concerns raised by the Legislative Analyst. Those concerns were, in essence:

1. that through its practice of including fiscal support for the Commission on Athletics in its membership dues for all association functions, "CCJCA is in a position to 'force' individual community colleges districts to pay dues to the Association . . ." in order to participate in intercollegiate athletic competition;

2. that "CCJCA is not publicly accountable . . ." insofar as its uses of funds, which are derived primarily from public institutional dues, are "not subject to governmental review";

3. that ". . . given other existing agencies" there is "no evidence that another publicly funded advocacy group is needed to represent community colleges"; and

4. that, in the view of the Analyst, CCJCA's function is not clearly differentiated from those of other community college advocacy groups which are supported by private individual membership rather than institutional dues.

Testimony presented at the hearing by the representative of CCJCA did not respond directly to the concern about the membership dues structure. It was pointed out, however, that as recently as 1977 the Legislature enacted Education Code Section 78209, which made explicit the appropriateness of districts delegating enforcement authority for regulation of intercollegiate athletics to ". . . a voluntary association, one of whose purposes is to govern intercollegiate athletics among schools and colleges." The CCJCA testimony also argued 1) for the desirability of having athletics regulated by an association which has concern for the entire educational program of which athletics is a part; 2) that CCJCA's funding is not unlike that of countless other associations whose memberships are comprised of public

entities; 3) that legislative advocacy is a relatively minor function of CCJCA in comparison to its "research and development" and information-providing functions; and 4) that CCJCA is differentiated from the other community college advocacy groups because it is the only association that which provides a forum for the special interest segments to discuss and possibly resolve their differences on issues.

After hearing this and other testimony, the Legislature determined that there was need to inquire more systematically into the issues raised by the Analyst and others, and it charged the Chancellor with conducting the review indicated in supplemental budget language.

Review Methodologies ***Review Methodologies***

The report which follows is based upon three methodologies utilized by the Chancellor's staff in conducting the review.

1. Content Analysis was conducted of documents which were thought to bear, directly or indirectly, upon one or more of the issues contained in the supplemental language. The largest number of such documents was provided by CCJCA and included budget displays, previous Association self-study reports, the Association Constitution, minutes and selected items from meetings of the Association's Board of Directors, and various position papers prepared by Association commissions and/or staff. In addition, various documents related to the issues but prepared by other persons or groups - such as the "Six Presidents' Proposal" for reorganizing the Commission on Athletics - were analyzed.

2. A Questionnaire, attached as Appendix A, was administered to samples of administrators, faculty members, students and presidents or chairs of local boards of trustees. The stated purposes of the questionnaire were to: 1) ascertain the extent of participation by community college constituent groups in activities sponsored by CCJCA; 2) determine the perceptions of those constituents about the viability and/or effectiveness of those activities, and 3) solicit opinions of the constituents about the appropriateness of certain policies and practices of CCJCA.

   The groups sampled for the questionnaire survey were:

   a. ADMINISTRATORS: included all superintendents and presidents (N=118) plus a random sample (N=217) of all other administrators listed on mailing masters maintained in the Chancellor's Office (Total N=335). A total of 180 usable questionnaires were returned by administrators, for a return rate of 54%;[2]

   b. TRUSTEES: comprised of the president or chair of each local board (N=70). A total of 27 trustees submitted usable questionnaires for a response rate of 39%;

   c. FACULTY: sampled by mailing five copies of the questionnaire to academic senate president on each campus, and asking them to select four faculty members, in addition to themselves,

to complete the questionnaire. Senate presidents were advised to seek representativeness of the respondents of the overall full-time faculty members, considering such factors as sex, ethnicity, subject field, length of tenure and any other factors the senate president deemed necessary. The potential "Total N" for the faculty sample, if all questionnaires were distributed, was N=530. A total of 214 usable questionnaires were returned by faculty members, for a response rate of 40.4%;

d. STUDENTS: five questionnaires were mailed to student body presidents on each campus, asking them to select four students, in addition to themselves, to complete the questionnaire. Student body presidents were not advised to attempt to make the respondent group representative of the student body overall, but rather to seek participation of student respondents who are now or have recently been active in either local governance bodies (e.g. student board members) or in student government activities. This limited definition of the student respondent group was thought appropriate insofar as direct student participation in CCJCA is limited to those selected as official institutional delegates, and, normally, those delegates are chosen from among students already involved in governance matters at the local level. A total of 31 students returned questionnaires out of a potential respondent group of N=530, for a response rate of only 6%. While such a low rate of student response would not normally provide a basis for valid conclusions about students' views, even with the limited definition mentioned, student responses are included in the tabular displays of survey data because informal inquiries by the staff who conducted the study suggest that the group of students who did return the questionnaire included a large number of those who have been most directly involved with CCJCA activities over the past two years. Nevertheless, conclusions about student views must be greatly tempered in light of the response rate.

3. Structured Interviews, of one and one-half to three hours in length, were conducted with 23 individuals who represent one of the constituent groups included in the questionnaire phase of the study, in addition to representatives of statewide community college associations and staff to the Legislature. Interviewees were not selected on a random basis; rather, in addition to representing the four constituent groups of administrators, faculty, students and local trustees, the college interviewees were selected because they had either had, as individuals, some direct involvement with one or more of the issues contained in the supplemental language, or they represented an organization whose perspective on one or another of the issues was considered valuable. For example, the interviewees included representatives of the statewide Academic Senate, other faculty associations, student members of the Board of Governors and

the statewide president of the Student Government Association, staff and officers of the California Community College Trustees association, a long-time president of the Commission on Athletics, staff, officers and members of the Board of Directors of CCJCA itself, and selected superintendents and trustees of districts which have previously raised one or more of the issues in the study.

The format for the structured interview, which is included as Appendix B, was designed to pose each basic issue or question in the same way to each interviewee but, at the same time, permit each to respond freely and fully from her/his own perspective. When it was necessary or desirable for the interviewer to probe further or ask for clarification within an issue category, such departures from the basic structure were noted. And, finally, some questions were added to the basic interview format when the interviewee was thought to have a unique perspective or particular knowledge of a given issue. Structuring the interviews in this way made it possible to quantify interview data, at least on those issues for which general consensus or constituent group perspective was apparent.

In addition to the 23 structured interviews, informal discussions were also held with seven other college personnel, members of the CCJCA staff, and staff to the Legislature. And finally, a variety of meetings conducted by CCJCA during the period of the study were attended and observed.

Parts II and III of this report contain discussion and presentation of information gathered from all three of the methodological strategies described above.

Summary of Major Findings and Conclusions

Summary of Major Findings and Conclusions

This section summarizes the major or over-arching findings of the review and recommendations which follow from those findings. It should be noted that the recommendations are addressed to the Board of Directors of CCJCA rather than to the Legislature or the legislative committees which requested the review. This approach was chosen because, in the Chancellor's view, the study has revealed that: 1) CCJCA and other community college constituent groups are already considering proposals that are designed to resolve the key issues of the study, and all evidence points to the likelihood that subsequent action will be undertaken in a timely manner and through the regular decision-making processes of CCJCA, and 2) there is almost universal agreement among community college constituents interviewed that the long-range interests of community colleges in general and CCJCA in particular will benefit most if the Association itself accepts the challenge of developing solutions to the issues, rather than having such solutions imposed by the Legislature. Therefore, the single recommendation to the Legislature emanating from this study is that it monitor the progress of CCJCA, during 1981-82, in implementing acceptable solutions to those issues in which the Legislature has a legitimate interest.

Finding #1: The existing policy and method of calculating the dues which community college districts pay for institutional membership in the California Community and Junior College Association (CCJCA) is coercive to the districts insofar as the revenues used to support services provided by the Commission on Athletics (COA) are derived from the same single dues source as the revenues used to support all other functions of CCJCA. Thus, in order to participate in intercollegiate athletics, districts are required to purchase all services provided by CCJCA. With this required linkage, the dues structure violates the intent of Education Code Section 78209, which stipulates that districts may delegate responsibility for governing intercollegiate athletics to ". . . a voluntary association, one of whose purposes is to govern intercollegiate athletics (emphasis added)."

Recommendation #1: The CCJCA Board of Directors should act, as soon as possible, to institute a new membership dues structure which separates the fee that districts must pay to receive the intercollegiate athletic sanctioning services of the Commission on Athletics from the dues paid to support all other functions performed by the Association. Fees collected for the services of the COA should be used to support activities which are clearly within the purview of the COA.

Finding #2: While there is general agreement among review participants that CCJCA has performed reasonably well in past years in its responsibilities for overseeing the operation of the Commission on Athletics, there is nearly universal consensus that the size and complexity of the intercollegiate athletics enterprise in 1980 - and especially the need for increased monitoring of compliance with regulations - requires a significant expansion of staffing and other expenditures for the COA. It is also widely agreed that the selection of Commission members should become a more evenly shared responsibility of the CCJCA and the community college districts.

Recommendation #2: In consort with its action to institute a new dues structure, the CCJCA Board of Directors should review and modify the current governance relationship between the Commission on Athletics and the other decision-making bodies of the Association. This review should be directed primarily toward assuring full compliance with intent of Education Code Section 78209 and should include, at minimum, consideration of: 1) the amount of fiscal and staffing resources needed to adequately monitor districts' compliance with athletics regulations; and 2) the composition of, and procedures for, selecting the membership of the COA. The "Six Presidents' Proposal," presented at the the CCJCA 1980 Fall Conference, is commended as a good model in both respects.

Finding #3: There is broad-based support for the idea the CCJCA should at this critical point in time and in consort with an action to separate COA fees from other Association dues, conduct

an intensive self-study designed to identify clear priorities among its functions. Such a self-study would address itself to a number of separate, but related, concerns which are reflected not only in the supplemental budget language but also in the views expressed by interviewees and questionnaire respondents.

Recommendation #3: The CCJCA Board of Directors should convene a select panel to review existing and potential functions which the Association does or could perform in carrying out its mission of "leadership, service and advocacy" on behalf of community college districts. The panel should also be charged with recommending clearly delineated priorities among those functions as a basis for future Association planning, staffing and budgeting. Consideration should be given either to including knowledgeable non-Association members on the panel or hiring an external consultant to guide the panel's deliberations.

Among the issues the panel might consider are:

a. To what extent and in what areas do the activities of CCJCA duplicate the efforts of other statewide associations and agencies which represent community college constituencies?

b. What are the ways CCJCA could improve coordination with other community college associations and agencies in order to eliminate unnecessary duplication and permit CCJCA to focus its resources on those functions which it has a unique capacity to perform?

c. What implications would increased cooperation with other community college associations have for modifying the current representational structures of CCJCA or the methods of selecting segmental representatives? How might it enhance the concept of "institutional" membership and representation?

d. What variations exist among the community college districts in their need for the various functions that CCJCA does or could perform? How should such variations affect the priorities CCJCA places on its functions?

e. Assuming that a separation of the fee for athletic services from dues for other Association functions is instituted, what additional modification, if any, should be made to the dues formula for those other functions in order to attain some greater parity for districts between benefit and cost?

f. In light of the increasing legislative advocacy activities of other community college associations and agencies, is there an opportunity for CCJCA to limit the scope of issues in which it involves itself with the Legislature by focusing its efforts on issues that its constituent groups can clearly achieve consensus (e.g. a community college finance issues)?

g. Can or should CCJCA strengthen its educational leadership function by utilizing a relatively larger portion of its resources than at present to support the deliberation of educational issues, the conduct of educational research, or the professional development of community college faculty and administrators? How could the work of the commissions be incorporated into an increased focus on educational leadership? How might an increased focus on educational leadership by CCJCA complement and enhance the quality of the legislative advocacy activities of other associations and the Chancellor's Office?

h. Is there a need to formally distinguish the functions and/or governance relationships of the Commission on Accreditation and the responsibility for the Articulation Council from the other "study" Commissions?

i. Is there a need for a more systematic process of planning and budgeting of Association resources?

PART II:
THE NEED FOR CCJCA

The language which created the study reported here contained the explicit charge to assess "the need for CCJCA" as part of a rationale for its public funding. The study questionnaire was directed toward assessing that need by getting at the extent of respondents' participation in Association-sponsored activities and by inquiring as to their assessment of the quality of those activities. The interviews posed the question of "need" in three ways: 1) by asking whether interviewees perceived that CCJCA serves or could serve any unique "need" which could not be met by other existing associations or agencies; 2) by asking interviewees to name activities or products of CCJCA which they believe have met an important need among community colleges; and 3) by asking whether they believe there continues to be a "need" for CCJCA in the present and future. The results of those inquiries are included in this section of the report, together with information regarding "need" which was gleaned from a review of relevant documents.

Historic Role

Quite apart from the direct inqueries related to "need," however, it became clear from volunteered comments in nearly all of the interviews that an assessment of the current "need for CCJCA" - as well as a full understanding of the genesis of some of the controversial issues in the current study - requires some consideration of the historic role the Association has played among community colleges in California. The CCJCA Personnel Handbook provides the following capsule description of Association development from the 1920's to the mid-1960's.

> "The development and growth of CCJCA closely parallels the growth of the two-year colleges in California. During the 1920's with some 30 junior colleges established in the state, a need was felt for periodic meetings of persons in charge of their operation. As a result, section meetings of junior college presidents were held with the annual High School Principals' Association meetings.
>
> "A desire for more frequent consultation on common problems led, by 1929, to the formation of three regional associations of junior college representatives. Northern, Central, and Southern Junior College Associations were formed. In that same year, a plan for a statewide organization to be known as the California Junior College Federation was ratified by the three regional associations. The first meeting of the Federation was held in April, 1930. By the end of World War II, the need for a more formal organization was evident. In 1947, the statewide California Junior College Association was formed and a Constitution was adopted. During the ensuing 25 years, CJCA grew in stature as an influential force on behalf of the burgeoning two-year colleges. By the late 1960's the colleges had taken on a "comprehensive" and "community" identification and orientation, prompting another name change in the Association to the present California Community and Junior College Association."[3]

It is important to note that during this fifty-year period, there existed no Board of Governors or Chancellor's Office to represent the two-year colleges at the state level. Rather, the former Bureau of Junior Colleges in the State Department of Education served as the governmental entity responsible for the colleges, under the aegis of the State Board of Education. According to several interviewees who were involved with community colleges during the 1950' and 60's, community college constituents were in general agreement at that time that the Board of Education did not devote adequate attention to the distinctive nature of the colleges - in comparison to secondary schools - and that the Bureau was largely ineffectual in providing leadership and coordination for the increasingly large and complex network for community colleges, even in a time when the "state's interest" in locally governed education was significantly less expansive than at present. Thus, the colleges increasingly identified with CJCA [sic] as their state coordinating agency, "de facto" if not always "de jure." During the late 1950's and early 1960's, when the colleges were experiencing phenomenal growth in enrollments and expansion of their mission, it was CJCA - not the Bureau of Junior Colleges - that promoted the notion of the "comprehensive community college" among policy makers and the public at large and that conducted statewide compaigns to support bond issues for critically needed capital construction.

In the 1960's, the California Master Plan for Higher Education clearly identified community colleges as a key component of postsecondary education. With the concept of "accountability" for public funding growing in prominence, in 1968 the Legislature created the Board of Governors of the California Community Colleges and the Chancellor's Office as staff to the Board. CJCA strongly supported the creation of the Board, and eight interviewees claimed, in fact, that the Association's formal action to the Board of Education and its subsequent advocacy before the Legislature were the chief catalysts in bringing about the Legislature's action. At the same time, all eight of those interviewees, plus seven others, offered the retrospective opinion that the Association did not then and has not since adequately or clearly redefined its proper roles and functions in light of the existence of the Board of Governors. While a 1967 Association self-study called "New Directions" attempted to review and update Association priorities, it focussed chiefly on representational structures, and little attention was directed toward redefining the Association's functions. Consequently, according to many interviewees, constituents in the far-flung community college districts never had distinguished for them what they could expect from the Association and the Chancellor's Office, respectively; and given their strong historic commitment to CCJCA, they typically continued to expect the Association to perform in essentially the same ways it had before the Board of Governors was created. Only in very recent years, several interviewees said, has there been developing a widespread concern that the roles of the CCJCA be distinguished from those of the Chancellor's Office.

A second historic factor in the evolution of the need for CCJCA, which was pointed out by a large majority of interviewees, is the emergence and development of separate associations representing the segmental

interest groups which are also represented in CCJCA. Ironically, in the view of many, the Association's own actions to "democratize" its representational and decision-making structures probably contributed to the development of the other organizations.

Reviewed documents and interviewees' comments reveal that CCJCA has always purported to represent the entire community of junior college constituents; faculty and trustees were frequently included, along with administrators, in Association functions. During the first twenty years of its formal existence as CJCA, however, the Association was undeniably an administrator-dominated organization. The following excerpt, from a 1976 CCJCA report on "Project Renewal", provides a retrospective description of the first stages of the "democratization" process which began in 1967 as a result of Project New Directions.

> "As part of the structural modification implemented by the Association in the fall of 1967, the method of soliciting campus-based participants in the enterprise was dramatically changed. Prior to New Directions, each institution had one vote in Association matters, that vote cast by the chief executive officer. In addition, the Association was served geographically by three regional associations, each with some programmatic responsibilities. Under New Directions, the method and scope of representation was altered and each institution was allowed four institutional representatives. Those individuals were to be selected by their peers and represent trustees, administrators, students, and faculty. The four delegates thus became part of a regional structure, smaller and theoretically more responsive than the then existing larger three geographical bodies. As developed, the regional associations totaled nine in number and clustered around smaller, more homogeneous, community college areas.
>
> It was envisioned that the nine regional associations would provide the continuity and grassroots support needed to develop and implement programs considered worthy of Association support. Through the years since New Directions, there has been an ongoing effort to make the nine Regions the types of reflective policy advisers that had been envisioned, but this has been difficult and its effectiveness has been challenged.
>
> In addition to these two organizational changes that emanated from New Directions--namely, the broad, democratically elected, institutional representation and the policy advisory role of the nine Regions--there was a third structural innovation of some significance. The Board of Directors was dramatically expanded in size, and it became a broadly based, democratically selected decision-making group composed of representatives of the four segments, from each of the nine geographical Regions. The chairman of each of the primary committees and the officers of the Association became nonvoting members of the Board."[4]

In 1973, less than six years after the organizational changes described above were implemented, the CCJCA Board of Directors went on record in favor of a plan to once again review the Association's structure, staff and programs. That two-year-long self-study was called "Project Renewal", and it resulted in additional modifications of the representational and decision-making structures described below. What is important to note, however, is that during the period when Project "New Directions" was in effect and before the report on Project "Renewal" was issued, separate, statewide associations representing each of the four major constituent segments of CCJCA were formed. In the case of faculty, the number of new associations was multiple and included those associations which would eventually vie for the right to represent faculty in collective bargaining. In addition, statewide associations representing virtually every subgroup of administrators were spawned, to the point where a recent count revealed a total of some 140 organizations representing one or another community college professional or interest group.[5] While it is clearly beyond the scope of this review to determine the extent to which this proliferation of associations reflects - one way or another - on the need for CCJCA, a clear majority of interviewees believe it does. In all but two cases, (both faculty members), these interviewees believe that there is a continuing need for the Association, and suggest that it needs now to reassess its functions and priorities in light of the other associations. As one trustee put it,

> "CCJCA needs to look seriously at why the segmental groups have emerged and prospered. It needs to look at what roles it has played in that by both its actions and its inaction."

A final point in this historic overview of CCJCA pertains to the present. That is, CCJCA is by no means the only association representing post-secondary education interests which is currently faced with the challenge of assessing its viability in an era of diminishing resources. Neither is it alone in needing to consider, in that assessment, its appropriate relationships with other related associations. A recent Ford Foundation supported study conducted by the Center for the Study of Higher Education at the University of Michigan attests to the fact that such challenging is a national phenomenon.

> "In the 1980's these associations...are facing difficult pressures and challenges to their leadership role. Institutions are seeking association assistance with their own needs and concerns. Critical national issues affecting higher education emphasize the need for more effective association representation at the federal level. At the same time institutions' willingness and ability to support their associations philosophically and financially from declining budgets is uncertain. Association capacity to deal (individually or collectively) with growing demands while facing potentially declining memberships or resources, is of concern."[6]

That study's conclusions are not unlike some of those contained in this report. The study asserts that there is a:

> "...need for each association to focus carefully upon its particular and defensible missions, to understand and differentiate the functions among the associations, and to better coordinate the delivery of services to and for the institutions at the campuses, in the state capitals, and in Washington. The exact form of that relationship and the detailed nature of the organizational model interrelating the association requires more in-depth examination of the associations' current and projected activities and relationships."[7]

CCJCA in 1980

Having reviewed the historic role of CCJCA and fairly recent developments of its representational structure, it remains to describe the Association's current state. The section which follows will review CCJCA's: (1) mission, goals and activities, (2) organizational structure, and (3) method of financing. The final section of Part II will present the study's findings related to the "need for CCJCA."

Mission and Goals

At its November, 1980, Annual Conference, the Association's Delegate Assembly ratified the following constitutional statement of purposes, which is substantially expanded and more specific than the previous statement. For purposes of later discussion in this report, it is particularly noteworthy that these recent amendments posit "leadership" as one of these primary functions of the Association.

> "The three major purposes of the Association are ADVOCACY, SERVICE, and LEADERSHIP on behalf of California's public and private community and junior colleges. The primary goals of the Association are:
>
> TO PROVIDE
>
> a. An ADVOCACY role on behalf of the state's public and private community colleges on those positions adopted by the Board of Directors of the Association.
>
> b. A SERVICE function for the individual colleges and districts on issues of concern to the member institutions.
>
> c. A LEADERSHIP role in coordinating the efforts of diverse associations on major issues and problems.
>
> TO PROMOTE
>
> d. Coordinated articulation with the other segments of higher education.

e. Liaison between the member institutions, other professional organizations, and state and national agencies.

f. Research for the investigation of problems common to the member institutions.

g. Understanding by the general public and state government of the role, function, and importance of the community colleges in the state's educational enterprise.

h. Communication and cooperation among the member colleges.

i. Mutual respect, understanding, and coordination among the boards of trustees, administration, faculties, and students of the member colleges.

TO ENCOURAGE

j. The development of those policies and practices that will benefit the colleges, their students, and their staffs.

k. The development of educational methodologies, programs, and facilities that will benefit students, faculty, and other staff."[8]

Membership and Organizational Structure

CCJCA maintains two types of membership: "institutional" and "associate." Associate memberships, which carry no voting privilege, are available to "...such professional and commercial organizations as may be approved by the Board of Directors."[9] The vast bulk of the memberships, of course, are "institutional", which are "...open to any community or junior college in California and to such other community and junior colleges as may be approved by the Board of Directors."[10] All seventy public community college districts in California, plus two private junior colleges, are currently carried on the membership roster, although one of the public districts has not paid its dues for 1980-81. The Constitution states that "All members of local district governing boards, members of the administration, members of the faculty and students of member institutions are deemed eligible for participation in the activities of CCJCA."[11] As will be seen later in this report, the inclusion of all four major segmental interests (trustees, administrators, faculty, and students) in the Association, under the rubric of "institutional" membership, is viewed by many as a "mixed blessing". On the one hand, this participation of all groups makes CCJCA unique, not only from other community college associations but also from associations of other educational segments, in providing a full forum for debate of major issues affecting the colleges. On the other hand, this same participatory structure can exacerbate intersegmental conflict when it attempts to deal with issues upon which there is no consensus.

The chief decision-making bodies of the Association include the Delegate Assembly, Board of Directors, Executive Committee and the Council of Commissions.

The Delegate Assembly, established in 1976 in a second phase of the "democratization process" mentioned earlier, meets annually in conjunction with the Association's Fall Conference and is the most "grass roots" element of CCJCA's rather elaborate decision-making structure. Its membership is comprised of four delegates from each member institution, one from each of the four segments of trustees, administrators, faculty and students. Provision is also made for additional representation from multicollege districts. According to the Association Constitution,

> "The segmental representatives at each college...shall be selected or removed by the segment in accordance with reasonable procedures established at that college..."[12]

However, the Association does not keep a record of the "reasonable procedures" utilized in the colleges; study interviews revealed that many persons in all segments, but especially faculty and students, perceive that the selection procedures in some colleges may not be in keeping with the "spirit" of this constitutional provision.

The recently enacted amendments to the Constitution substantially clarified the chief functions of the Delegate Assembly, and probably in a direction that will ease some of the concerns about this body that are reflected in the interviews and questionnaire data of this study. The previous provision simply stated that, "the Delegate Assembly constitutes the primary policy-making body of CCJCA." The new provisions read as follows:

> Section 2. The functions of the Delegate Assembly shall be as follows:
>
> a. To elect the officers of the Association and the members of the Board of Directors.
>
> b. To approve substantive amendments to the Constitution and Bylaws.
>
> c. To review and discuss commission reports and other presentations and to make recommendations on Association priorities.

Additional sections specify provisions for meetings and voting procedures, both of which have caused some confusion in the past. Probably most important, however, is that Section 2c., above, makes clear that the Assembly's chief function with respect to Association policy-making and priorities is to "review and discuss" and to "make recommendations" to the Board of Directors. The previous lack of clarity in that respect frequently created intersegmental strife and controversy when actions by the Board and/or Executive Committee - especially with respect to legislative advocacy positions - appeared to some either to be inconsistent with the Assembly or to bypass the Assembly altogether.

The Board of Directors is comprised of the five officers of the Association (who are also required by the Constitution to represent all four segments), four additional representatives for each of the segments, and the chairperson of the Council on Commissions. The Executive Director serves ex-officio. The members are elected by the Delegate Assembly. The Board is the chief policy-making body for the Association. Its full range of duties may be seen in the CCJCA Consitution (see Appendix C).

The Executive Committee consists of the Officers of the Association. It recommends policies to the full Board and acts "...on behalf of the Board... during the interim between Board meetings, and shall approve employment of professional staff."[13]

The Council of Commissions consists of the chairpersons of the Associations' several commissions and serves as the link between the commissions - which produce policy-related reports, papers and studies - and the Board of Directors. It also coordinates and provides guidance to the various commissions.

The Commissions themselves are the chief mechanisms for persons from member institutions to be involved in the work of the Association. Currently, 16 commissions are in operation, but the Board of Directors determines, in any given year, what commissions are needed. Commission members are appointed by a Board Committee on Commissions and the Constitution provides that they "...shall be broadly representative of the four segments."

Typically, the commissions focus on educational program areas (e.g. Vocational Education and Student Services), current issues (e.g. the Commissions on Women and the Handicapped) and on institutional functions (e.g. Business and Facilities Management and Research and Development). The specific functions of the existing commissions are contained in the Association's Bylaws (see Appendix C). Thirteen of the 16 commissions, hereafter referred to as the "study commissions," exist primarily to conduct studies, produce position papers and otherwise encourage what two interviewees referred to as "proactive development" in their respective areas of concern. Disposition of their products and proposals is at the discretion of the Council on Commissions and, ultimately, the Board of Directors.

Three Commissions - Accreditation, Articulation and Athletics - while not distinguished from the others by constitutional provisions regarding membership selection and the like, appear to differ in function. And, as discussed later, the interview phase of this study unearthed some concern that these differences are not adequately provided for in current arrangements. Specifically, CCJCA appoints the six community college representatives to the Community and Junior College Commission on Accreditation of the Western Association of Schools and Colleges (WASC), an external agency which also relates directly to the colleges. Those six appointees also serve as the Association's Commission on Accreditation. Similarly, the Association houses the staff function for the long-standing California Articulation Council, whose membership represents all four segments of postsecondary education and the state's secondary schools. The Association appoints community college members to all the

Council's liaison committees, and members of its Commission on Articulation comprise community college representation on the Council's Executive Committee. Finally, the Commission on Athletics, referred to henceforth as the "COA," differs from the other commissions in having authority for the regulation of intercollegiate athletics delegated to it via Education Code Section 78209. The "Six President's Proposal on Athletics," discussed below and attached as Appendix D, addresses the concerns about the COA's distinctiveness which were expressed in the conduct of this review.

Financing of CCJCA

Table 1 contains the adopted budgets for CCJCA for 1979-80 and 1980-81, as well as the actual income and expenditures for the first three quarters of 1979-80.

TABLE 1

CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

ADOPTED BUDGET

July 1, 1980 - June 30, 1981

INCOME

Acct No.	Item	Budget for 1979-80	Income as of March 31, 1980	Budget for 1980-81
301	Institutional Membership Dues	$389,289.00	$387,109.00	$425,851.00
302	Associate Membership Dues	1,000.00	1,000.00	1,000.00
303	Dividends on Investments	1,500.00	10,236.24	3,700.00
304	Interest on Savings Accounts	5,000.00	8,674.16	6,000.00
306	Annual Conference	16,000.00	16,132.00	17,000.00
308	Publications	750.00	20.18	500.00
309	Athletic Income	10,000.00	77.12	15,000.00
310	Miscellaneous	1,000.00	1,021.99	1,000.00
311	Other Conferences and Seminars	1,000.00	14,148.00	1,000.00
312	Newspaper Advertising	2,000.00	170.00	1,500.00
313	Building Rental Income	20,800.00	16,085.00	20,800.00
	TOTAL INCOME	$448,339.00	$454,673.69	$493,351.00

EXPENDITURES

Acct. No.	Item	Budget for 1979-80	Expenditures as of March 31, 1980	Budget for 1980-81
401-403	Officers' Travel	$ 4,250.00	$ 3,313.75	$ 4,250.00
404	Ex. Director's Expenses	4,800.00	4,065.69	6,000.00
404.1	Public Relations	3,500.00	1,847.44	3,500.00
405	Staff Travel and Expenses	19,100.00	12,911.67	20,600.00
407-407.2	Professional Staff Salaries	172,550.00	105,671.55	189,550.00
408-408.2	Clerical Salaries	37,920.00	26,779.71	42,900.00
409-	FICA Taxes, UI Contributions, Retirement Contributions, and Medical Benefits	20,800.00	15,105.82	23,600.00
411	Health and Welfare Benefits	16,650.00	8,851.20	16,900.00
412	Office Supplies	9,000.00	5,462.35	9,000.00
413	Postage	8,500.00	6,714.24	10,500.00
414	Telephone	6,000.00	4,303.84	6,500.00
415	Equipment Rental and Maintenance	2,325.00	1,274.98	4,000.00
416	Capital Outlay	15,000.00	5,548.39	4,000.00
417	Building Expenses	26,050.00	11,228.87	19,250.00
418	Insurance	4,000.00	2,467.78	4,400.00
421	Publications (Professional and Legislative)	1,200.00	466.68	800.00
422	Association Publications	19,450.00	15,492.00	19,450.00
423	Research Consultation	5,000.00	---	3,000.00
424	Board of Directors	12,000.00	8,259.55	12,000.00
425-425.2	Commission on Athletics (Travel & meetings)	20,700.00	16,026.07	26,400.00
427	Commissions	3,000.00	2,971.27	5,000.00
428	Annual Conference	10,000.00	10,731.26	12,000.00
431	Miscellaneous	5,000.00	11,032.54	7,500.00
432	Depreciation	---	---	---
433	Delegate Assembly	2,500.00	---	3,000.00
434	Other Conferences and Seminars	1,000.00	11,567.76	1,000.00
435	Legal Services	3,000.00	1,056.64	3,500.00
437	Articulation Conference Membership	10,000.00	10,000.00	10,000.00
439	Interest	---	7,004.91	8,000.00
440	Reserve	5,044.00	---	16,751.00
	TOTAL EXPENDITURES	$448,339.00	$310,156.56	$493,351.00

Note in the 1980-81 Income section that 86.3% of the Association's total income is derived from institutional membership dues. Other notable sources of income include building rental (the Association owns its own facility in Sacramento), fees from the annual Fall Conference, and "athletic income," which is the Association's share of gate receipts from past-season play-offs sponsored by the COA. Collectively, these three sources comprise an additional 10.7% of all income, leaving only 3% derived from a variety of other sources.

On the expenditure side of the ledger, the accounts related to personnel costs comprise 55.3% of all planned expenditures, and other notable expenses include travel and meeting costs for the COA (the COA is the only commission for which the Association regularly reimburses travel costs), staff travel and expenses, publications and building expenses. These four expenditures comprise additional 17.4% of the total, leaving approximately one-quarter of total income available for a variety of other expenses categories.

The Institutional Dues Structure

One must assume that the Legislature's desire to conduct a study of "the rationale for public funding" of CCJCA pertains most directly to that 87% of the Association's budget that is derived from the institutional membership fee paid by community college districts. The annual calculation of those fees is based on a two-part formula adopted by the Board of Directors in 1972. That formula assesses each district's dues by charging:

1. a $500 basic fee for each college in the district; plus

2. an amount equal to .0003 of the district's budget for the preceding year.

According to the executive director of the Association, "the assumption [in this formula] is that each member college will utilize [Association] services as a factor of its existence, but that there will be additional services utilized as a factor of size."[14]

Appendix E contains all the data elements utilized in calculating each district's 1980-81 membership dues fee.

The individual district fees range from $53,791, paid by the Los Angeles Community College District, to $776, paid by Palo Verde Community College District. Looked at another way, the Los Angeles District contributes 12.6% of all the income derived from institutional fees, while Palo Verde pays 0.2%. One may also derive from the table that 10% of the districts with the highest dues assessment (N=7) contribute 32.7% of total dues income, while the 10% with the lowest assessment (N=7) contribute 2%.

***Questionnaire and** Interview Findings Related to the "Need for CCJCA"*

Having presented the basic historical, organizational and fiscal information relating to the "need for CCJCA," this section of Part II presents the findings related to "need" which were gleaned from the questionnaire and interview phases of this study.

The interview posed the question of "need" directly in two ways: Interviewees were asked:

> "Is there a need which community colleges have that is or could be uniquely served by CCJCA?" and
>
> "**Can** you name some activities or products of CCJCA which you think have met important needs of the community colleges?"

In response to the "unique need" question, eight of the 23 interviewees chose to preface their responses with comments, often lengthy and anecdotal, about the historic state leadership role of CCJCA prior to the establishment of the Board of Governors. All of those persons acknowledged that the creation of the Board had significantly altered some of the previously necessary roles of CCJCA; all except one went on to enumerate one or more needs which they feel CCCJCA continues to be uniquely suited to meet. By far the largest number - 19 of the 23 interviewees - focused on the idea that CCCJCA is the only organization which is constituted to provide a "forum" for all community college constituents to discuss and, possibly, resolve statewide issues of vital concern to their institutions. Four of the 19 tempered their responses by indicating that they consider the "forum" function to be only potentially unique because they do not believe CCJCA is currently meeting that need due to weaknesses in organizational/representational structures or alleged manipulation of those structures by the staff and/or district administrators. Still others emphasized that the "forum" need is frequently frustrated at present by an apparent compulsion to have the Association come to a single position on issues upon which its segments are inherently in conflict. The "pure" forum need, its proponents argue, would value the discussion and debate in itself, would take positions only on consensus issues and would leave the advocacy regarding "single interest" issues to the segmental associations.

The second most frequently mentioned "unique" need, named by 11 interviewees, was that CCJCA serves to represent the voice of local institutional interests at the state level, as a "counter power" to the legally vested power of the state. Often this function was closely juxtaposed in response to the "forum" function and was accompanied by comments to the effect that the Chancellor's Office could not, in their view, serve the forum function in its "pure form" precisely because of its obligations as a state agency. The following quotes from interviews capture the essence of this complex of concerns.

"So long as we say there's value in local governance we have to acknowledge a partnership between state and local interests - and there needs to be somebody in Sacramento representing the state and somebody representing the districts. The state's power needs a countervailing power."

"It doesn't bother me if there's some overlap (between CCJCA and the Chancellor's Office) because there needs to be a balance of power between voluntary associations and agencies that act in the State's interest."

"Certainly I see an important role for the Association, because most of us district people feel the Chancellor's Office already has jurisdiction over us; and we need a forum that's open and free for expression on strictly educational matters."

The idea of a forum free from direct governmental influence was also closely related, in interviewees responses, to the third most frequently mentioned "unique" need that could be met by CCJCA. Interviewees said the chief need the Association could meet would be to serve educational/intellectual leadership role on behalf of community colleges, conducting, sponsoring and/or disseminating educational research, engaging scholars from among faculty and administrators in broad, future-oriented policy development and serving as a sort of "think tank" feeding into and complementing the Chancellor's Office policy development efforts. Again, some direct quotes from interviews are useful:

"These are difficult times. And [because of that] the comprehensive community college mission is being attacked from all sides. There needs to be dialogues sponsored to totally reassess the two-year colleges; and that takes exciting, forward-looking leadership. As far as I can see, nobody's taking that responsibility in California now. CCJCA could do it if they'd just take their guns out of lobbying and put them behind intellectual leaders."

"Potentially, it [CCJCA] could be the educational forum we need so badly right now. The mechanisms are already there in the commissions. They should be producing good papers and let the Chancellor and ACCCA [Association of California Community College Administrators] and the Senate take over from there. Take the Adult Education Commission, for example. Why did we have to wait for the Legislature to force a showdown on that? If we'd had our act together, we'd have had the documentation a long time ago to prove we can do it best."

"More and better research; that's what we need - so we don't have to fly by the seat of our pants all the time. After Proposition 13 the colleges that did do educational research cut it out of their budgets. They [CCJCA] used to do it and they ought to do it again."

It should be noted here that the November, 1980, amendments to the CCJCA Constitution did, for the first time, posit "leadership" as one of the three chief functions of the Association. Apparently many of the interviewees were not aware of that then-pending change. In any case, it does remain to be seen what modification, if any, to its staffing assignments and other resource allocations the Association will make to implement this newly adopted leadership role, which many see as its chief function in the future.

Other fairly frequently mentioned "unique" functions of CCJCA included: (1) the regulation of athletics through the COA, and (2) legislative advocacy on behalf of the local institutional perspective. Six interviewees applauded the Association's past efforts on behalf of intercollegiate athletics and said the "unique" capacity of CCJCA to oversee that function is that it can, as an association concerned with the total educational program, provide a context which will assure that the intercollegiate sports function remains in proper perspective in the overall mission of the colleges. Actually, twelve interviewees raised the subject of legislative advocacy representing the institutional perspective, but only five of them raised it as a unique function to be emphasized in the future. The other seven focused on it as a declining need in light of the potential for improved coordination with other segmental associations involved with advocacy. Only three interviewees felt the Association should get out of the business of legislative advocacy altogether. The following quote is representative of the apparently dominant view with respect to advocacy:

> "I do not think the Association should consider lobbying a high priority except when all the segments can support a position equally. When that can't happen, then the independent segments or the Chancellor should do it. That way the Legislature would know whose ox is being gored."

In response to the second question about "...activities or products of CCJCA which you think have met important needs of community colleges," the most frequently mentioned items were, not surprisingly, consistent with the responses regarding "unique" functions. Twelve interviewees mentioned the work of the study commissions and specific works they have produced, such as papers on the educational needs of women, student consumerism and a model "mission statement" for community colleges. Seven interviewees cited the annual CCJCA conference as an occasion which not only provides substantive workshops on important issues but also an opportunity for the various segments to influence one another's perspectives. One interviewee, invited to make any other remarks she might like, chose to conclude her interview with this comment:

> "If I've sounded overly critical [of CCJCA] let me also say that over the years I've learned a great deal from CCJCA - participating in conferences and workshops and the like. It gave me the opportunity to get to know people from the other segments so that my behavior as a trustee was not as insular as it might have been otherwise. That's helped me do a much better job for [my] Community College District."

Seven interviewees also cited CCJCA's publications, including the CCJCA News as important communication links among the districts; and five mentioned major "development" efforts such as "Project People," a public relations effort designed to portray the educational, social, and political contributions community colleges have made, and the statewide campaigns to pass bond measures for capital construction. Other items mentioned by at least three interviewees included the Association's work on behalf of the Articulation Council, reports on pending legislation, and professional development activities such as "drive-in workshops."

The questionnaire phase of the review also attempted to get at the question of the need for CCJCA by inquiring as to the rate of participation of the various segmental groups in the activities of the Association and by asking those who have participated to assess the effectiveness of those activities. Table 2 provides a general assessment of the level of participation of the various groups by showing responses to the question, "How would you describe your overall participation in CCJCA activities during the past two to three years?"

TABLE 2

How would you describe your overall participation in CCJCA activities during the past two to three years?

Number and Percent by Response Group

Response	Admin.	Faculty	Trustee	Student
Very Active	(12) 6.8%	(20) 9.4%	(2) 7.4%	(2) 6.5%
Moderately Active	(51) 29.0%	(34) 16.0%	(8) 29.6%	(5) 16.1%
Occasionally Involved	(73) 41.5%	(56) 26.4%	(10) 37.0%	(12) 38.7%
Not at all Involved	(40) 22.7%	(102) 48.1%	(7) 25.9%	(12) 38.7%
No Response	(4)	(2)	-	-
Totals	(180) 100.0%	(212) 100.0%	(27) 100.0%	(31) 100.0%

Note that a little more than one-third of both administrators and trustees, about one-fourth of the faculty, and one-fifth of the student respondents describe their overall participation rate as "Very..." or "Moderately active". Note also that less than one-fourth of administrators but nearly one-half of the faculty said they have been "Not at all involved". And, generally, the rate of involvement of both administrators and trustees is slightly higher than that of either faculty or students. It is probably

not justified to speculate too much on these varying rates of participation in CCJCA on this item alone. However, viewed together with response patterns to other questionnaire items, it seems apparent that while a large majority of administrators and trustees have at least some involvement with the Association, a considerable number of faculty feel they have little or no involvement in CCJCA.

Table 3 refines that general trend by showing the rate of participation of each segmental group in selected, ongoing activities of CCJCA.

TABLE 3

Please indicate whether or not you have, in the past three years, participated in each of the CCJCA-related activities listed below:

CCJCA Activity	Number and Percent Participating, by Group			
	Admin.	Faculty	Trustees	Students
Board of Directors	(7) 4.5%	(5) 2.5%	(2) 8.3%	(2) 6.5%
CCJCA Fall Conference	(83) 47.4%	(71) 34.0%	(15) 57.7%	(11) 35.5%
CCJCA Delegate Assembly	(38) 24.2%	(52) 25.2%	(9) 37.5%	(11) 35.5%
One or more CCJCA Commissions	(48) 27.7%	(19) 9.4%	(4) 16.7%	(2) 6.5%
Articulation Council/ Conference	(83) 47.4%	(71) 34.0%	(15) 57.7%	(11) 35.5%
One or more CCJCA-sponsored "Drive-in Workshop(s)"	(83) 47.4%	(37) 18.4%	(6) 25.0%	(2) 6.5%

Note that while no activity attracts the participation of a large majority of any group, the CCJCA Fall Conference, activities related to the Articulation Council (which includes many subject matter liaison committees) and, to a lesser extent, regional drive-in workshops attract what must be seen as very sizeable minorities of each group, given the size of the state and the very large number of faculty, administrators, and students these samples represent. The one somewhat surprising finding is that fewer than 10% of the faculty respondents indicated participation in a CCJCA commission, suggesting that the Association might attempt

to more equally balance its appointments to these important deliberating bodies. This would be especially true if the Association wishes to capitalize on the talents of faculty in implementing its recently adopted educational leadership function.

Table 4 shows, however, that those in all the segments who have participated in the various activities have found them to be quite valuable.

TABLE 4

RESPONDENT GROUP'S ASSESSMENT OF THE VALUE OF PARTICIPATION IN SELECTED CCJCA ACTIVITIES

Activity	Value	Respondent Group* Admin.	Faculty	Trustees	Students
Board of Directors	Very or somewhat valuable	(6) 85.7%	(5) 100.0%	(2) 100.0%	(1) 100.0%
	Not at all valuable	(1) 14.3%	- -	- -	- -
Annual Fall Conf.	Very or somewhat valuable	(69) 86.3%	(60) 85.7%	(13) 92.8%	(10) 90.9%
	Not at all valuable	(11) 13.6%	(10) 14.2%	(1) 7.1%	(1) 9.1%
Delegate Assembly	Very or somewhat valuable	(26) 68.4%	(33) 67.3%	(5) 55.5%	(9) 81.8%
	Not at all valuable	(12) 31.6%	(16) 32.7%	(4) 44.4%	(2) 18.2%
Commissions	Very or somewhat valuable	(42) 89.4%	(16) 84.2%	(4) 100.0%	(1) 50.0%
	Not at all valuable	(5) 10.6%	(3) 15.8%	- -	(1) 80.0%
Articulation Council Activities	Very or somewhat valuable	(30) 90.9%	(12) 100.0%	0 -	(1) 100.0%
	Not at all valuable	(3) 9.1%	-	0	- -
"Drive-in" Workshop	Very or somewhat valuable	(81) 98.8%	(33) 91.7%	(6) 100.0%	(3) 100.0%
	Not at all valuable	(1) 1.2%	(3) 8.3%	- -	- -

*Respondents include only those who indicated on another item they had actually participated in each activity.

Note that very small percentages of respondents indicate that their participation was "not at all valuable". The one exception to this pattern is the "Delegate Assembly", in which very sizeable minorities of each group express dissatisfaction. In light of the comments offered by interviewees, this dissatisfaction with the Delegate Assembly is not altogether surprising, since the Assembly, more than any other feature of the Association's structure, has been the locus of intersegmental conflicts.

Tables 5 and 6 together show that certainly one of the most far-reaching and effective mechanisms the Association provides is the CCJCA News.

TABLE 5

How often do you read the CCJCA News?

Number and Percent Response, by Group

Response	Admin.	Faculty	Trustee	Students
Every, or nearly every issue	(128) 71.9%	(101) 48.3%	(15) 57.7%	(10) 32.3%
Half or more of the issues	(21) 11.8%	(40) 19.1%	(6) 23.1%	(0) -
Less than half the issues	(19) 10.7%	(53) 25.4%	(4) 15.4%	(9) 29.0%
Not at all	(10) 5.6%	(15) 7.2%	(1) 3.9%	(12) 38.7%
No response	(2) -	(5) -	(1) -	- -
Totals	(180) 100.0%	(214) 100.0%	(27) 100.0%	(31) 100.0%

TABLE 6

How useful do you find the CCJCA News to be in helping you pursue your interests in community colleges?

Number and Percent Response, by Group

Response	Admin.	Faculty	Trustees	Students
Very useful	(29) 16.3%	(27) 12.4%	(6) 23.1%	(2) 6.5%
Somewhat useful	(117) 65.7%	(109) 52.2%	(15) 57.7%	(13) 41.9%
Not at all useful	(22) 12.4%	(60) 28.7%	(4) 15.4%	(4) 12.9%
I do not read the CCJCA News	(10) 5.6%	(14) 6.7%	(1) 3.9%	(12) 38.7%
No response	(2) -	(5) -	(1) -	- -
Totals	(180) 100.0%	(214) 100.0%	(27) 100.0%	(31) 100.0%

Note on Table 5 that a significant majority of administrators, trustees and faculty are regular readers of the News, and even a majority of students read it at least occasionally. Further, a large majority of all groups except students view the News as "useful...in helping [them] to pursue [their] interests in community colleges". The data do suggest, however, that the Association could make an increased effort to see that the CCJCA News reaches a larger proportion of student leaders.

Table 7 shows the segmental groups' responses to the question, "How familiar would you say you are with CCJCA's stated mission and goals?"

TABLE 7

How familiar would you say you are with CCJCA's stated mission and goals?

Number and Percent Response, by Group

Response	Admin.	Faculty	Trustees	Students
Very familiar	(60) 33.9%	(48) 22.8%	(8) 29.6%	(4) 12.9%
Somewhat familiar	(82) 46.3%	(107) 50.7%	(15) 55.6%	(13) 41.9%
Not at all familiar	(35) 19.8%	(56) 26.5%	(4) 14.8%	(14) 45.2%
No response	(3) -	(3) -	- -	- -
Totals	(180) 100.0%	(214) 100.0%	(27) 100.0%	(31) 100.0%

Note again that sizeable majorities in each respondent group indicate that they are at least "somewhat familiar" with what the Association intends to provide, an impressive fact given the size and complexity of the community college enterprise in California.

And Table 8, which displays the assessment of Table 7's "familiar" respondents about the effectiveness of the Association in carrying out its objectives, is equally impressive.

TABLE 8

RESPONDENT GROUPS' ASSESSMENT OF CCJCA's EFFECTIVENESS
IN CARRYING OUT ITS STATED MAJOR OBJECTIVES

Objective	Response	Respondent Group* Admin.	Faculty	Trustees	Students
Providing services to individual colleges/districts on issues of concern to member institutions	Very or somewhat effective	(96) 67.6%	(83) 54.3%	(13) 59.1%	(11) 63.7%
	Not effective	(27) 19.0%	(43) 28.1%	(3) 13.6%	(4) 23.5%
	I have no idea	(19) 13.4%	(27) 17.7%	(6) 27.3%	(2) 11.8%
Providing leadership by coordinating the efforts of diverse associations on major community college issues & problems	Very or somewhat effective	(100) 70.9%	(82) 53.3%	(14) 63.6%	(12) 70.5%
	Not effective	(29) 20.6%	(55) 35.7%	(2) 9.1%	(3) 17.7%
	I have no idea	(12) 8.5%	(17) 11.0%	(6) 27.3%	(2) 11.8%
Representing community colleges by advocating positions on major issues before public decision-making bodies	Very or somewhat effective	(110) 77.5%	(103) 66.9%	(18) 78.3%	(14) 82.4%
	Not effective	(23) 16.2%	(38) 24.7%	(3) 13.0%	(1) 5.9%
	I have no idea	(9) 6.3%	(13) 8.4%	(2) 8.7%	(2) 11.8%
Coordinating/ regulating intercollegiate athletics among community colleges	Very or somewhat effective	(105) 75.0%	(93) 60.4%	(15) 68.1%	(12) 70.6%
	Not effective	(18) 12.9%	(10) 6.5%	(1) 4.6%	(3) 17.7%
	I have no idea	(17) 12.1%	(51) 33.1%	(6) 27.3%	(2) 11.8%

*Respondents include only those who indicated on another item that they are at least "Somewhat familiar" with the Stated Objectives.

On all four major objectives - service, leadership, advocacy and the regulation of intercollegiate athletics - large majorities of administrators, trustees and students rate CCJCA as doing an effective job. In the case of faculty, a majority indicate the Association is effective in all four areas, but, with respect to service, leadership, and advocacy, a larger minority than in the other groups reflect dissatisfaction. In the case of athletics regulation, one-third of the faculty respondents say they "...have no idea" how well the Association is performing its job. While it is speculative, at best, to determine why a larger percentage of faculty than other groups is dissatisfied with CCJCA's performance on this measure, the difference is not inconsistent with the overall impressions gleaned from the interviews. That is, while interviewees representing all segments seemed free to be critical of the Association's performance in one or another area, all of the administrator, trustee and student interviewees made it quite clear that their areas of criticism had solutions available and that, on the overall, they value the Association's contributions to community colleges.

Among faculty, however, there were some who simply see no future need for the Association or whose concern about a perceived administration dominance of it left no hope for its "reform". One quote from a faculty interviewee's response to the question about the need for CCJCA makes the point:

> "There is no need for CCJCA. The separate segments and their organizations already do what needs to be done. If we need a coalition, we do it. You ought to rephrase your question to ask, 'In an era of legislated collective bargaining, can there even be an organization that purports to do what CCJCA purports to do?' Collective bargaining precludes the need for anything like CCJCA."

Summary of Part II *Summary of Part II*

This section of the report has attempted to assess "the need for CCJCA" from all the perspectives gained in the conduct of the study. It began with a look at the historic role CCJCA has played in the development of the largest community college system in the world, a role which undoubtedly still colors the perspectives many hold of the "need" today. It also indicated that the creation of the Board of Governors, the phenomenal growth of the system in size and scope, and the emergence of special interest organizations in recent years have all made significant changes in the "real" need for CCJCA; and it suggested that, in the views of many, the Association has probably not, despite several efforts at reorganization, gone far enough in clarifying its most appropriate roles in relation to other associations and agencies.

Still, the vast majority of community college constituents who participated in this study clearly perceive one or more important, continuing roles for CCJCA in the future. Most of all, they view the Association as the most viable mechanism for bringing together the sometimes disparate segmental interests in the cause of the greater good of the

community college mission. They believe it serves a vital role in maintaining a productive tension between local educational decision-making and the state's interests in equal opportunity and fiscal efficiency. And they hope that it will become, even more than it has been in the past, the locus of educational and intellectual leadership on behalf of the community college movement.

To be sure, the participating constituents have concerns about revitalizing some dimensions of the Association's functioning - and a few are not optimistic that it can ever be what they would like it to be. But most believe that, with a concerted and timely effort to rectify its most currently pressing problems, the Association will be in a position to redefine its mission in the interests of community colleges. Those "most currently pressing problems" are the subject of Part III of this report.

PART III:
"LINKING THE INTERCOLLEGIATE ATHLETIC SANCTIONING FUNCTION WITH THE ADVOCACY ROLE": THE REAL PUBLIC FUNDING ISSUE

This Part III addresses the third inquiry of the supplemental budget language, which was to review, "...the appropriateness of linking the intercollegiate athletic sanctioning function of CCJCA with its advocacy role."

During the preliminary planning for the conduct of the review, it became clear to the Chancellor's staff that, in addition to coping with widespread consternation and resentment that the language existed at all, the methodology was also going to have to account for the fact that different interpretations were being placed on certain pieces of the language itself. Specifically, the terms "public funding", and "advocacy" plus the juxtaposition of "advocacy" with "athletics" were all sources of confusion. Therefore, the interview formats were structured in such a way as to allow each interviewee to say what her/his own interpretations were before giving into specific lines of questioning.

In raising the issue of "public funding" the interviewer asked two questions:

1. "Do you consider CCJCA to be a publicly funded association; and, if so, in what sense? and

2. "Can you speculate about any other interpretation of "public funding" that may have been intended by this language?

Twenty-one of the 23 interviewees said they do consider CCJCA to be a publicly funded association. Nineteen of those 21 went on to say that their basis for considering it so is that publicly elected boards of trustees take action annually to use institutional resources which are derived from public revenues to purchase services from the Association. Having stated that position, however, nine of the interviewees, even before hearing the second question, reflected the confusion about the language by suggesting that that interpretation apparently was not what was intended by the language. One superintendent's remark is typical:

> "But they [the Legislature] must have intended more by it than that. Otherwise why aren't they asking for a study of the funding of CCCT [California Community College Trustees] or the League of California Cities?"

In response to the second question regarding other possible interpretations, eleven interviewees declined to speculate at all. Of the twelve who did, six - including the two legislative staff in the sample - said that the language might reflect a general concern in the Legislature that public monies are widely used to lobby for additional public monies. Four others suggested that the public funding issue was simply being used to get at other concerns about the operation of the Association, and two gave answers that were not clearly interpretable.

Interviewees were also given an opportunity to express their understandings of the phrase "...the appropriateness of linking the intercollegiate athletic sanctioning function of CCJCA with its advocacy role". After having this language reiterated for them, interviewees were asked:

> What do you understand to be the issue or problem implied in that phrase?"

Eight of the interviewees responded that the implied problem is the dues structure of CCJCA, which requires districts to join the Association in order to receive the services of its Commission on Athletics (COA). Six interviewees, however, felt the chief concern being expressed was about the regulation on intercollegiate athletics per se, citing the public attention that was being called to "scandals" in that area at the time the supplemental language was being developed. Five interviewees felt the chief focus of concern was CCJCA's conduct of legislative advocacy or the question of whether the district's paying for it is redundant in light of the advocacy activities of the Chancellor's Office and other private associations. And, finally, two interviewees felt certain that the real issue was whether it is appropriate for the same organization that lobbies for funding for community colleges - including funding to support intercollegiate athletics - also to have responsibility for monitoring compliance with athletic regulations.

This obvious disparity in interpretation of what issues the Legislature intended to have reviewed as part of a "rationale for public funding" of CCJCA led to the decision to treat each issue in this report. Therefore, the sections of Part III which follow will focus on: (1) the activities of the Commission on Athletics (COA); (2) CCJCA's advocacy role; and (3) the CCJCA membership dues structure.

Regulation of Intercollegiate Athletics and the COA

Regulation of Intercollegiate Athletics and the COA

The arrangements for regulating intercollegiate athletic competition among the community colleges in California has evolved over the years in line with the developing prominence of that activity in the educational programs of the colleges. In theory, the chief legal responsibility for that regulation has always rested with the collective school districts - later separate college districts - with which the institutions are associated. In practical fact, however, the districts have, in recent decades, delegated responsibility for the daily operation of athletics regulation to an entity external to any given district, assuring legal compliance through district representational oversight structures of one kind or another. CCJCA has served as that external entity for community colleges since the early 1930's.

In 1977, in response to a court case which ruled that "...a person who is a student in a community college may not be prohibited from participating in intercollegiate athletics by rules and regulations of a state association of junior and community colleges," the Legislature enacted AB 1724 (Hart). That bill, now Education Code, Section 78209, reads as follows:

78209. The governing board of a community college district may enforce rules and regulations relating to eligibility for and participation in intercollegiate athletics. Such rules and regulations may include, but are not limited to, those adopted by a voluntary association, one of whose purposes is to govern intercollegiate athletics among schools and colleges.

This provision made more explicit than previously the authority of the Association to regulate athletics as delegated by the member districts. Traditionally, the Association has exercised this authority through the activities of the Commission on Athletics (COA), and the Executive Director of the Association acts as Commissioner of Athletics. Article VI of the Association Bylaws describes the functions of the COA as follows:

c. Commission on Athletics
This Commission shall formulate and enforce general rules and regulations governing intercollegiate athletics for member institutions, according to policies adopted by CCJCA. In addition, this Commission shall determine conditions of play-off and/or championship contests and shall supervise the arrangements.

As indicated in Part II of this report, this review could identify no distinction between the COA and the other Association Commissions with respect to the selection of its members, its relationship to the Association's governance structures or any other provisions, except that the Executive Director serves as the Commissioner, and that, unlike other commissions, the Association budgets travel expenses for commissioners to attend meetings of the COA. Article VI of the Constitution and Article VI, Section 2 of the Bylaws, attached as Appendix C, specify the provisions for the commissions.

It should also be recalled from Part II that the vast majority of respondents to this review's questionnaire indicated that they feel the Association has been effective in "coordinating/regulating intercollegiate athletics among community colleges (Table 8, p. 28)." Table 8 does show at the same time, however, that one-third of the faculty respondents and more than one-fourth of the trustees, even among those who previously indicated familiarity with the Association's basic purposes, said they "have no idea" how effective the Association is in regulating athletics. No other basic objective of the Association received such a high response rate in that category. The idea that many constituents are less aware of the operation of the COA than other functions of the Association was corroborated in the interviews. Fourteen of the 23 interviewees declined to comment at all in response to the question, "What about the operation of the COA; is there anything you'd like to say about that?" Among the nine who did respond, however, several commented that the COA seems to have operated with a somewhat greater degree of autonomy than other commissions, largely because: 1) its functions have some measure of authority in code, and 2) it has tended, until recent years to attract those persons with a high level of interest in athletics.

Further, those persons who did respond did so at length and in some detail, reflecting both great familiarity with the COA and great concern that the COA's structure and functions be reviewed and strengthened. These respondents also indicated that while there have always been some persons concerned about the effective regulation of athletics, both the extent and intensity of that concern has increased dramatically in the past year, and direct actions are being taken to rectify the problem. Among the reasons given for that concern are the following, some of which are presented as direct quotes from interviews:

> "I think every one of the 'Pac-10' universities on probation had some involvement with one or another of the colleges. That's a terrible embarrassment to many superintendents and presidents - especially some who haven't been much concerned about athletics in the past."
>
> "Personally, I think our regulations are the best you'll find anywhere in the country. The problem is we don't have the staff or money to enforce compliance. On the other hand, there is a faction who really would prefer less regulation - more 'laissez faire' attitudes."
>
> "There's a lot of concern about releaguing. In a time when money is really tight, nobody wants to have to play that school that's way off in the boonies because it costs too much to get there."
>
> "What we really need most of all is to have a clearly stated philosophy of what part athletics plays in the educational enterprise. Until we do, no amount of compliance activity is going to catch all the violations."

Two seemingly conflicting views regarding the COA membership composition were expressed:

> "The (CCJCA) Board has insisted on appointing the COA on the same democratic bases that they appoint the other commissions, and that has resulted in a large, unwieldy and inexpert body that operates in a circus atmosphere."
>
> "We've got to see that more faculty get involved - or at least people who aren't just athletic buffs who want to keep the operation of the COA under wraps."

The recent increased concern about the regulation of intercollegiate athletics took specific focus in the activity of six concerned presidents during the spring and summer of 1980. Working with the Executive Director of CCJCA, they developed what is now being referred to as the "Six Presidents' Proposal" regarding the governance of athletics. That proposal, which is attached as Appendix D, would:

1. Increase significantly the professional staffing for the COA to include a full-time Commissioner and a full-time secretary. Since the original proposal was developed, consideration is also being given to the possibility of adding a one-half-time compliance officer; and

2. Create a 15 member Commission, 12 of whose members, rather than being appointed through the regular commission-appointing processes of CCJCA, would be elected by the Superintendent/Presidents of the member institutions of each of the 12 athletic conferences. The remaining three commissioners would be appointed by the CCJCA Board of Directors.

The proposal specifies that these changes should be implemented with no increase in the current revenues of the Association. The projected cost of implementing the provisions of the proposal in the first year is $135,000 - $150,000. As may be seen from the June 5, 1980, CCJCA Board agenda item attached to the proposal in Appendix D, estimated current costs of operating the COA are less than $60,000. Thus, implementation of the proposal would sharply curtail the amount of Association revenues available to support other, non-COA functions, and would necessitate the kind of reprioritizing of Association functions discussed in Part II and contained in the recommendations in Part I of this report.

The "Six President's Proposal," endorsed by the superintendent/presidents of the districts in a meeting in October, 1980, was discussed at the CCJCA Annual Conference in November, 1980, and is currently being reviewed by Association staff in preparation for formal submission to the Board of Directors at its Janauary, 1981 meeting. At the time of this writing it is not possible to ascertain what modifications to the original proposal, if any, will be recommended to the Board. At the CCJCA Conference in November, the Delegate Assembly did pass a resolution which stipulated:

> "...that the Board of Directors be given the support of the Delegate Assembly in ensuring gender equity representation on any proposal for reorganization of the Commission on Athletics."

CCJCA's Advocacy Role

The supplemental budget language which generated this report makes specific reference to CCJCA's "advocacy role", and throughout the conduct of this review and throughout this report, references have been made to that role.

The Association's own definition of "advocacy", as used in its statement of purposes, is a broad one which goes well beyond legislative advocacy alone. Interviewees cited the following Association activities as examples of that definition, which means to promote broad public awareness of and support for community colleges:

1. "Project People", a multi-faceted, multi-media public relations project supported by a grant from the Kellogg Foundation;

2. The establishing of "Community College Week" in California;

3. The development of four films and over 200 TV spot announcements on opportunities made available by community colleges;

4. Community College Alumni of the Year Awards; and

5. Staff presentations to civic organizations about community colleges.

This review found no controversy at all about these dimensions of advocacy. As suggested elsewhere, however, there does appear to be some concern about the scope of the Association's legislative advocacy in certain circles.

Table 9 shows the responses of each of the four survey samples to a question about whether "it is appropriate for CCJCA to involve itself in legislative advocacy."

TABLE 9

Insofar as the bulk of CCJCA's support is derived from dues paid by publicly funded institutions, do you believe it is appropriate for CCJCA to involve itself in legislative advocacy (i.e. lobbying)?

Number and Percent Responses, by Group

Response	Admin.	Faculty	Trustees	Students
Definitely yes	(93) 52.0%	(89) 41.6%	(16) 59.3%	(7) 23.3%
Probably yes	(45) 25.1%	(52) 24.3%	(7) 25.9%	(7) 23.3%
Probably not	(28) 15.6%	(28) 13.1%	(3) 11.1%	(5) 16.7%
Definitely not	(5) 2.8%	(23) 10.8%	(0) -	(4) 13.3%
I am uncertain about it	(8) 4.5%	(22) 10.3%	(1) 3.7%	(7) 23.3%
No response	(1) -	- -	- -	(1) -
Totals	(180) 100.0%	(214) 100.0%	(27) 100.0%	(31) 100.0%

Notice that a sizeable majority of all groups except students - including 85% of trustees, 77% of administrators and 66% of faculty - believe it is appropriate. Thirty percent (30%) of the students and 24% of faculty believe it is not appropriate and other noticeable percentages of those groups indicate that they are uncertain. These findings of strong majority support for CCJCA's advocacy were corroborated by the interviewees as well, so long as the questioning pertained to the legal appropriateness of the Association's activity. Two issues which were found to be controversial with respect to legislative advocacy were:

- o Whether it is appropriate for the Association to involve itself in advocacy issues upon which there is not clear consensus among its constituent groups; and

- o Whether the Association adequately coordinates its advocacy activities with those of other segmental association efforts and/or the Chancellor's Office.

With respect to the former, a 1978 CCJCA Task Force on Association Vitality and Effectiveness recommended the following:

> That the Association continue a strong advocacy position representing its member institutions on issues and concerns dealing with the mission and goals of California Community Colleges but avoid involvement in special interest concerns, especially those concerning "wages and hours." To this end, the Board of Directors should consider initiating an annual review of major issues and problems with member institutions prior to establishing an Association position. In addition, the Association should explore the possibility of a joint advocacy effort with other interested and active associations currently represented in Sacramento.

This review could find no evidence that this task force recommendation had been formally adopted. With respect to the one point of it, however, it was learned through the interviews that the current Association president has developed a preliminary proposal for improved cooperation with other segmental associations in a variety of areas, including legislative advocacy. The proposal has been discussed informally with representatives of the other associations and has been recommended for formal presentation to the Board of Directors in January, 1981. If the Board approves the proposal, further formal discussions will be held with the other association's decision-making bodies.

"Linking"" The CCJCA Dues Structure and the "Public Funding" Issue

This Part III of the report deals with that phrase from the Supplemental Language which referred to the "appropriateness of linking..." the athletics and advocacy roles. So far Part III has considered issues related to athletics regulation and advocacy, respectively. While it has been acknowledged that each area has generated controversy in the recent past and present, it has also demonstrated that the Association already has under consideration proposals which, presumably, will resolve the major issues internal to each area. What is yet to be discussed is the problematic "link" between the two as required by the supplemental budget language.

As previously described, a single membership fee supports both the activities of the Commission on Athletics and the variety of other services and functions which the Association performs on behalf of community college district members. Earlier in Part III it was pointed out that the COA costs are estimated currently at approximately $60,000 of the total of over $425,000 in revenues generated by institutional dues and that the "Six Presidents' Proposal", if adopted, would increase the COA expenditures to at least $135,000. Table 10 displays the responses of questionnaire completers to the question, "How familiar are you with CCJCA's membership dues structure?"

TABLE 10

How familiar are you with CCJCA's membership dues structure?

Number and Percent Responses, by Group

Response	Admin.	Faculty	Trustees	Students
Very familiar	(45) 25.0%	(15) 7.1%	(8) 29.6%	(1) 3.2%
Fairly familiar	(81) 45.0%	(86) 40.8%	(14) 51.9%	(13) 41.9%
Not at all familiar	(54) 30.0%	(110) 52.1%	(5) 18.5%	(17) 54.8%
No response	- -	(3) -	- -	- -
Totals	(180) 100.0%	(214) 100.0%	(27) 100.0%	(31) 100.0%

The data show that while there is a fairly high level of familiarity among trustees (who annually act to pay the dues) and administrators, faculty and student respondents are much less likely to claim familiarity with the dues structure. Tables 11 and 12 show the reaction of "all respondents" and "only those familiar with the dues structure," respectively, to the question, "In your opinion, should a college or district be able to participate in the athletics function (i.e. have an intercollegiate athletics program) without paying dues for the other functions performed by CCJCA?"

TABLE 11

As suggested above, CCJCA performs a variety of functions, including the coordination and regulation of intercollegiate athletics in community colleges. In your opinion, should a college or district be able to participate in the athletics function (i.e. have an intercollegiate athletic program) without paying dues for the other functions performed by CCJCA?

Number and Percent Responses, by Group

Response	Admin.	Faculty	Trustees	Students
Yes	(120) 67.8%	(132) 64.1%	(16) 59.3%	(19) 65.5%
No	(49) 27.7%	(61) 29.6%	(8) 29.6%	(7) 24.1%
Other (Please comment)	(8) 4.5%	(13) 6.3%	(3) 11.1%	(3) 10.3%
No response	(3) -	(8) -	- -	(2) -
Totals	(180) 100.0%	(214) 100.0%	(27) 100.0%	(31) 100.0%

TABLE 12

In your opinion, should a college or district be able to participate in the athletics function (i.e. have an intercollegiate athletic program) without paying dues for the other function performed by CCJCA?

Number and Percent Responses, by Group*

Response	Admin.	Faculty	Trustees	Students
Yes	(84) 66.7%	(69) 68.3%	(13) 59.1%	(11) 78.6%
No	(31) 24.6%	(26) 25.7%	(7) 31.8%	(2) 14.3%
Other (Please comment)	(8) 6.3%	(4) 4.0%	(2) 9.1%	(1) 7.1%
No response	(3) 2.4%	(2) 2.0%	- -	- -
Totals	(126) 100.0%	(101) 100.0%	(22) 100.0%	(14) 100.0%

*Includes only those who indicated familiarity with the CCJCA dues structure.

These data show clearly that, regardless of whether they are familiar with the existing dues structure, a strong majority of respondents in each sample believe districts should be able to field intercollegiate teams without necessarily joining CCJCA for its other membership services. Virtually all of the responses shown in the "Other (Please comment)" category also agree with these majorities, and apparently used that response in order to provide their comments on the current dues structure.

Education Code Section 78209 provides that community colleges may enforce rules and regulations for athletics which include those "...adopted by a voluntary association, one of whose purposes is to govern intercollegiate athletics among school and colleges (emphasis added)." While it remains debatable whether the conditions related to CCJCA's dues structure negate its claim of being a voluntary association, it is clear that a large majority of its constituents among questionnaire respondents would support a change in the current dues structure. Eighteen of the 23 interview participants also indicated agreement with the need to separate the fee for COA services from the dues for other Association functions. At the same time, however, 20 of the interviewees expressed the hope that, if the fee for COA were to be so separated, the Association would be permitted to make the changes through its own decision-making procedures and according to its own reasonable timeline. Given the proposals currently under consideration regarding reorganization of the COA and improved coordination with other community college organizations, the Chancellor concurs that a separation of the COA fee from other CCJCA dues is necessary and recommends that the CCJCA Board of Directors take action as soon as feasible to accomplish that separation. The Chancellor also recommends that the Board of Directors consider seriously the other recommendations included as the final section of Part I of this report.

FOOTNOTES

[1]It was mutually agreed by the Chancellor and the Director of CPEC that the Chancellor's Office would submit the report to CPEC no later than December 12, 1980 in order to provide adequate time to conduct the questionnaire and interview dimensions of the study.

[2]Fourteen respondents included in the Administrator sample actually marked the category "Other" in identifying their sample membership. In all cases, however, respondents are serving in positions which, while designated as "classified" on their own campuses, are administrative for purposes of this survey.

[3]CCJCA Personnel Handbook, Sacramento, California, September 1980, p. 1-1 (mimeographed).

[4]Drexel, Karl O. and CCJCA Task Force on Project Renewal, "Project Renewal: An Organizational Self-Study," Sacramento, California. April, 1976, p. 1.

[5]Reported in presentation at Administrator's Caucus, CCJCA Fall Conference, Los Angeles; November 10, 1980.

[6]Cosand, Joseph P. et al. "Presidential Views of Higher Education's Institutional Membership Associations," University of Michigan, Center for the Study of Higher Education, Ann Arbor, 1980, p. 3.

[7]Ibid, p. 20.

[8]CCJCA Constitution and Bylaws Revised 1980, Article I: Purposes (See Appendix).

[9]Ibid: Article II: Membership.

[10]Ibid

[11]Ibid

[12]Ibid: Article III: Delegate Assembly

[13]Ibid: Article VII: Executive Committee

[14]Correspondence dated November 6, 1980.

APPENDIX A

FIELD QUESTIONNAIRE FOR CHANCELLOR'S REVIEW OF CCJCA

APPENDIX A

FIELD QUESTIONNAIRE FOR CCJCA STUDY

BACKGROUND: THE QUESTIONS BELOW ARE DESIGNED TO: (1) ASCERTAIN THE EXTENT OF PARTICIPATION BY COMMUNITY COLLEGE CONSTITUENT GROUPS IN ACTIVITIES SPONSORED BY THE CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION (CCJCA); (2) DETERMINE THE PERCEPTIONS OF THOSE CONSTITUENTS ABOUT THE VIABILITY AND/OR EFFECTIVENESS OF THOSE ACTIVITIES; (3) SOLICIT OPINIONS OF THE CONSTITUENTS ABOUT THE APPROPRIATENESS OF CERTAIN POLICIES AND PRACTICES OF THE CCJCA.

THE RESULTS OF THIS STATEWIDE SURVEY WILL BE INCLUDED IN A REPORT REQUESTED BY THE LEGISLATURE IN ENACTING THE STATE'S BUDGET FOR 1980-81.

* * * * * *

YOUR RESPONSES TO THE QUESTIONS ARE OF GREAT IMPORTANCE, SINCE ONLY SAMPLINGS OF FACULTY, ADMINISTRATORS, STUDENTS AND TRUSTEES HAVE BEEN ASKED TO COMPLETE THE QUESTIONNAIRE. IT SHOULD ONLY TAKE A FEW MINUTES TO RESPOND, AND A SELF-ADDRESSED ENVELOPE HAS BEEN ENCLOSED FOR YOUR CONVENIENCE IN RETURNING THE QUESTIONNAIRE TO:

DR. RONN FARLAND
ADMINISTRATOR, COLLEGE SERVICES
CALIFORNIA COMMUNITY COLLEGES
1238 S STREET
SACRAMENTO, CA 95814

TELEPHONE: (916) 445-1163

* * * * * *

1. How would you describe your overall participation in CCJCA activities during the past 2-3 years?

_____ Very active
_____ Moderately active
_____ Occasionally involved
_____ Not at all involved

2. How would you describe the level of participation in CCJCA activities of each of the groups listed below from your college/district? (Check one for each group)

GROUP	LEVEL OF PARTICIPATION				
	VERY ACTIVE	MODERATELY ACTIVE	OCCASIONALLY INVOLVED	NOT AT ALL INVOLVED	I HAVE NO IDEA
a) Top Level Administrators (Sup't, President, Vice Pres and/or "First Line" Deans)	____	____	____	____	____
b) Other administration	____	____	____	____	____
c) Faculty	____	____	____	____	____
d) Trustees	____	____	____	____	____
e) Students	____	____	____	____	____

3. a) Please indicate whether or not you have, in the past three years, participated in each of the CCJCA-related activities listed below:

ACTIVITY	LEVEL OF PARTICIPATION	
	YES, I DID PARTICIPATE	NO, I DID NOT PARTICIPATE
CCJCA Board of Directors	____	____
Annual CCJCA Fall Conference	____	____
CCJCA Delegate Assembly	____	____
One or more CCJCA Commission(s)	____	____
The Articulation Conference	____	____
One or more CCJCA-sponsored "Drive-In Workshop(s)"	____	____

3. b) How valuable would you say participation in each of the listed CCJCA-related activities has been to you? (Answer only for those activities in which you have participated in the past 3 years.)

ACTIVITY	RESPONSE			
	VERY VALUABLE	SOMEWHAT VALUABLE	NOT AT ALL VALUABLE	DID NOT PARTIC-IPATE
CCJCA Board of Directors	___	___	___	___
Annual CCJCA Fall Conference	___	___	___	___
CCJCA Delegate Assembly	___	___	___	___
One or more CCJCA Commission(s)	___	___	___	___
The Articulation Conference	___	___	___	___
One or more CCJCA-sponsored "Drive-In Workshop(s)"	___	___	___	___

4. a) How often do you read the CCJCA News?

____ Every, or nearly every, issue

____ Half or more of the issues

____ Less than half the issues

____ Not at all

b) How useful do you find the CCJCA News to be in helping you pursue your interests in community colleges?

____ Very useful

____ Somewhat useful

____ Not at all useful

____ I do not read the CCJCA News

5. How familiar would you say you are with CCJCA's stated mission and goals?

____ Very familiar

____ Somewhat familiar

____ Not at all familiar

6. How effectively would you say CCJCA is currently performing each of the functions listed below?

FUNCTION	RESPONSE			
	VERY EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	I HAVE NO IDEA
Providing services to individual colleges/districts on issues of concern to member institutions.	____	____	____	____
Providing leadership by coordinating the efforts of diverse associations on major community college issues and problems.	____	____	____	____
Representing community colleges by advocating positions on major issues before public decision-making bodies.	____	____	____	____
Coordinating/regulating inter-collegiate athletics among community colleges.	____	____	____	____

7. a) How effective do you think the various CCJCA "Commissions" are in promoting positive development in their respective areas?

____ Very effective

____ Somewhat effective

____ Not effective

____ I have no idea

7. b) Please list in the space below some products and/or activities of the commissions which you think have been particularly valuable.

8. To the best of your knowledge, which of the phrases below accurately describe CCJCA? (Check as many as apply)

____ A privately funded association

____ A publicly funded association

____ An association with voluntary membership

____ An association with mandatory membership

____ An association of individual members

____ An association of institutional members

9. How familiar are you with CCJCA's membership dues structure?

____ Very familiar

____ Fairly familiar

____ Not at all familiar

10. In your opinion, are the benefits your college/district receives from CCJCA commensurate with the membership dues the district pays?

____ Yes

____ No

____ I have no idea

____ Other (Please comment)

11. As suggested in the above questions, CCJCA performs a variety of functions, including the coordination and regulation of intercollegiate athletics in community colleges. In your opinion, should a college or district be able to participate in the athletics function (i.e., have an intercollegiate athletic program) without paying dues for the other functions performed by CCJCA?

____ Yes
____ No
____ Other (Please comment)

12. Insofar as the bulk of CCJCA's support is derived from dues paid by publicly funded institutions, do you believe it is appropriate for CCJCA to involve itself in legislative advocacy (i.e. lobbying)?

____ Definitely yes
____ Probably yes
____ Probably not
____ Definitely not
____ I am uncertain about it.

13. Are you a: (Check one)

____ Administrator
____ Faculty member
____ Trustee
____ Student
____ Other (Please specify)_____

14. Please use the remaining space to provide any additional comment you wish to make about CCJCA, its activities, this study and/or the questionnaire.

APPENDIX B

INTERVIEW FORMAT FOR THE CHANCELLOR'S REVIEW OF CCJCA

APPENDIX B

INTERVIEW FORMAT FOR THE CHANCELLOR'S REVIEW OF CCJCA

I. INTRODUCTION

- Explanation of legislative origins of the study
- Explanation of how the full study is being conducted and the place of the interview information in it
- Assurance of confidentiality of personal identification of comments in the study report
- Comment on intended structure of interview, and assurance that the interviewee would be given opportunity to comment beyond it, if desired
- Full statement of the supplemental budget language on which the Chancellor's review is based

II. QUESTIONS

A. Having heard the language, is there anything you would like to say about it before we go on to direct lines of questioning? - either in general, or specific phrases or terms?

B. What about the terms "public funding" and "publicly funded;" do you consider CCJCA to be a publicly funded association; and if so, in what sense?

Can you speculate about any other interpretations of "public funding" that may have been intended by this language?

C. The language specifically asks us to consider the need for CCJCA, and I'd like to ask you a couple of questions about that.

1. First, is there, in your opinion, a need that community colleges have that CCJCA either does or is uniquely suited to meet?

2. Can you name some activities or products that CCJCA has sponsored which you think have met an important need of community colleges?

If needed:

3. Does there in your mind, continue to be a need for CCJCA today?

D. The language also contains that phrase, "the appropriateness of linking the intercollegiate athletic sanctioning function of CCJCA with its advocacy role." What do you think is the implied problem or issues in that phrase?

If needed or as further probes:

1. What about athletics itself, or the operation of the Commission on Athletics; is there anything you'd like to say about that?

2. How about CCJCA's advocacy activities; would you like to comment on that?

3. How much do you know about CCJCA's membership dues structure?

4. What about the CCJCA organizational structure; what do you think of it?

E. If the CCJCA Board were to act tomorrow to separate the fee for the COA from other dues, what do you think would happen?

F. What is your understanding or speculation about what might be done as a result of this being conducted?

G. Is there anything you'd like to say that the interview hasn't given you an opportunity to say?

APPENDIX C

THE CCJCA CONSTITUTION AND BYLAWS

C-1 Revisions to the CCJCA Constitution, Adopted November 9, 1980

C-2 CCJCA Constitution and Bylaws Prior to November 9, 1980 Amendments

APPENDIX C-1

CONSTITUTION AND BYLAWS
OF THE
CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

PREAMBLE

The community and junior colleges of the State of California do hereby establish the California Community and Junior College Association (CCJCA), hereinafter referred to as the Association.

The California Community and Junior College Association, incorporated under the laws of the State of California as a public benefit corporation, is primarily a working association of the member colleges. It is an institutional-based, nonprofit, voluntary state association organized for the purpose of representing the interests of the community and junior colleges of California. The Association is dedicated to a policy which prohibits discrimination and affirmatively encourages participation on the basis of race, creed, color, age, or sex in the selection of staff, officers, delegates, and members of the Board of Directors, committees, or commissions.

ARTICLE I

PURPOSES

Section 1. The purposes of the Association shall be as set forth in the Articles of Incorporation. The three major purposes of the Association are ADVOCACY, SERVICE, and LEADERSHIP on behalf of California's public and private community and junior colleges. The primary goals of the Association are:

TO PROVIDE

a. An ADVOCACY role on behalf of the state's public and private community colleges on those positions adopted by the Board of Directors of the Association.

b. A SERVICE function for the individual colleges and districts on issues of concern to the member institutions.

c. A LEADERSHIP role in coordinating the efforts of diverse associations on major issues and problems.

TO PROMOTE

d. Coordinated articulation with the other segments of higher education.

e. Liaison between the member institutions, other professional organizations, and state and national agencies.

f. Research for the investigation of problems common to the member institutions.

g. Understanding by the general public and state government of the role, function, and importance of the community colleges in the state's educational enterprise.

h. Communication and cooperation among the member colleges.

i. Mutual respect, understanding, and coordination among the boards of trustees, administration, faculties, and students of the member colleges.

TO ENCOURAGE

j. The development of those policies and practices that will benefit the colleges, their students, and their staffs.

k. The development of educational methodologies, programs, and facilities that will benefit students, faculty, and other staff.

ARTICLE II

MEMBERSHIP

Section 1. Institutional membership in the Association shall be open to any community or junior college in California and to such other community and junior colleges as may be approved by the Board of Directors. Individual memberships are not permitted.

Section 2. All members of local district governing boards, members of the administration, members of the faculty, and students of member institutions and districts are deemed to be eligible for participation in the activities of the Association.

Section 3. Associate membership in the Association shall be available to such professional and commercial organizations as may be approved by the Board of Directors. Associate members shall receive copies of all general Association mailings, including publications. The registration fee at CCJCA Annual Conferences shall be waived for two official representatives from each such associate organization. Associate memberships carry no voting privileges.

Section 4. Application for institutional and associate membership in the California Community and Junior College Association shall be made to the Board of Directors. Membership shall be contingent upon approval by the Board of Directors and upon payment of dues as established by the Delegate Assembly of the Association.

ARTICLE III

DELEGATE ASSEMBLY

Section 1. The Delegate Assembly shall consist of the following:

a. Four representatives from each college: the chief administrative officer (or designee), one faculty member, one trustee (or trustee vote), and one student.

b. Four additional representatives from each multicollege district: the chief administrative officer (or designee), one faculty member, one trustee (or trustee vote), and one student.

Section 2. The functions of the Delegate Assembly shall be as follows:

a. To elect the officers of the Association and the members of the Board of Directors.

b. To approve substantive amendments to the Constitution and Bylaws.

c. To review and discuss commission reports and other presentations and to make recommendations on Association priorities.

Section 3. Meetings of the Delegate Assembly:

a. The Delegate Assembly shall meet annually in conjunction with the Annual Conference. The annual meeting of the Delegate Assembly shall be for the purpose of conducting the business of the Delegate Assembly. Notice of such meetings shall be made to each delegate by mail at least 30 days prior to the date of the meeting.

b. At the annual meeting of the Delegate Assembly, each segment shall caucus for the purpose of:

(1) Electing segmental representatives to the Board of Directors as required.

(2) Selecting not more than one candidate for each open office as officers of the Association.

(3) Generating resolutions for presentation to the Board of Directors.

(4) Considering resolutions to be presented to the Delegate Assembly.

c. The officers of the Association representing the segments shall preside over the segmental caucuses.

Section 4. A special meeting of the Delegate Assembly may be convened as a result of a petition to the Board of Directors signed by 25 percent of the members of the Delegate Assembly.

Section 5. Delegate Assembly voting procedures:

a. The segmental representatives at each college and multicollege district office shall be selected or removed by the segment in accordance with reasonable procedures established at that college or multicollege district office.*

b. A majority of the delegates registered for the meeting shall constitute a quorum.

*The term of office for all delegates except student delegates is three years; the term of office for student delegates is one year. Any delegate may be selected for additional consecutive terms.

Section 6. Resolutions:

a. Resolutions may be presented to the Board of Directors by segmental caucuses at the annual Delegate Assembly or by member colleges or multi-college district offices or may be generated within the Board of Directors.

b. Resolutions other than those generated in segmental caucuses must be submitted to the Association at least two weeks before the Board of Directors meeting prior to the Annual Conference.

c. Resolutions will be forwarded to the Delegate Assembly by the Board of Directors in accordance with the established procedures.

ARTICLE IV

BOARD OF DIRECTORS

Section 1. The voting members of the Board of Directors of the Association shall consist of the following:

a. Five officers of the Association: President, three Vice Presidents, and Past President.

b. Four chief administrative officers (at least one of the four from a multicollege district).

c. Four faculty (at least one of the four from a multicollege district).

d. Four trustees (at least one of the four from a multicollege district).

e. Four students (at least one of the four from a multicollege district).

f. Chairperson of the Council of Commissions.

Section 2. The Executive Director of the Association shall be an ex officio member of the Board of Directors.

Section 3. The term of office for members of the Board of Directors elected from the administrative, trustee, and faculty segments shall be three years. The term of office for student members shall be one year. Three consecutive absences shall constitute a resignation from the Board.

Section 4. The duties of the Board of Directors shall be:

a. To establish policies for the Association.

b. To provide liaison with the Board of Governors of the California Community Colleges, the California Postsecondary Education Commission, and other public or private agencies concerned with education.

c. To confer with the President and approve the establishment, continuance, or discontinuance of commissions, general committees, and task forces.

d. To plan and promote the regular and special meetings of the Association.

e. To appoint the Executive Director and determine the term of office, salary, and responsibilities.

f. To adopt the annual budget of the Association.

g. To approve major contracts for services purchased by the Association.

h. To act on all applications for membership in the Association.

i. To conduct appropriate review of major issues and problems with member institutions prior to establishing Association positions.

j. To establish policies and procedures through which the Association may take a leadership role in developing statewide consensus with and among organizations and associations on state and national issues having an institutional focus.

k. To encourage other statewide associations to join with this organization in providing membership-related activities.

l. To encourage the establishment of member-related activities such as group purchasing, self-insuring, and group travel.

m. The Board of Directors may create general committees and task forces for special purposes as required. The membership, functions, responsibilities, and life of such general committees and task forces shall be specified. Such general committees and task forces shall be responsible directly to the Board of Directors.

Section 5. The Board of Directors shall meet at least four times annually, at the call of the President. Notice of the time and place of such meetings shall be mailed to members of the Board of Directors at least ten days prior to each meeting.

Section 6. For the 1981-82 year, the segments will elect members to the Board of Directors as follows:

Faculty	- 2 members for three-year terms
Trustee	- 1 member for three-year term
Administrative	- 1 member for three-year term
Student	- 4 members for one-year terms

Section 7. Election of the members of the Board of Directors:

a. The election of members of the Board of Directors shall be held at the annual meetings of the Delegate Assembly in accordance with the established procedures.

b. Members of the Board of Directors shall be segmental delegates.

c. Vacancies on the Board of Directors other than those created by election of officers shall be filled by appointment by the Board of Directors acting upon a nomination by the President. If the term of office expires within a year of the vacany, the appointed member shall serve until June 30. In other cases, the appointed member shall serve until an election is held at the annual Delegate Assembly to fill the unexpired term.

d. To be eligible for membership on the Board of Directors a student shall be a segmental representative and must be enrolled in at least nine units of credit work in a member college during the entire term of office.

Section 8. Newly elected members of the Board of Directors shall be invited to attend the May meeting of the Board for orientation.

ARTICLE V

OFFICERS

Section 1. The officers of the Association shall be the President, three Vice Presidents, and the Past President. The President and Vice Presidents shall be elected to one-year terms.

Section 2. The Executive Director of the Association shall be an ex officio member of the Executive Committee.

Section 3. The trustee, administrative, faculty, and student segments shall be represented among the officers.

Section 4. The duties of the President shall be:

a. To represent the Association as appropriate and to preside at all meetings of the Association.

b. To act as Chairperson of the Board of Directors and the Executive Committee.

c. To recommend to the Association such measures as are judged to be necessary and expedient.

d. To appoint members of commissions and fill vacancies on general committees and task forces not otherwise provided for in the Constitution.

e. To provide for the implementation of policies established by the Association.

f. To arrange for the Annual Conference and for such other meetings as may be considered necessary.

g. To preside over meetings of the Delegate Assembly.

h. To assume such other duties as may be deemed appropriate to the office.

Section 5. The duties of the Vice Presidents shall be:

a. Assigned by the President. The President shall take into consideration the background and interests of the Vice Presidents, as well as the needs of the Association.

b. To serve as ex officio members of such commissions, general committees, and task forces as the President may designate.

c. To represent the President at designated meetings.

Section 6. The office of the President shall rotate among the faculty, trustee, and administrative segments in that sequence beginning July 1, 1981.

Section 7. Election of officers:

a. Only past and existing members of the Board of Directors shall be eligible to be elected as the President of the Association.

b. The election of officers shall be held at the annual meeting of the Delegate Assembly in accordance with the established procedures.

c. The segmental representatives receiving the next highest number of votes on the final vote for members of the Board of Directors shall be named to fill the vacancies of members of the Board who are elected as officers of the Association. If there are no such persons able or willing to serve, an appointment shall be made by the President.

d. If, for any reason, the President is unable to complete his or her term of office, the vacancy will be filled by the Vice President of that segment which will hold the presidency during the following year. Such a temporary assumption of the presidency shall not change the normal order of rotation during the following year.

e. If, for any reason, a Vice President is unable to complete his or her term of office, the vacancy will be filled by a member of the Board of Directors from the same segment, by a vote of the Board of Directors.

ARTICLE VI

EXECUTIVE DIRECTOR

Section 1. The Executive Director shall be the chief administrative officer and the secretary and treasurer of the Association and have such other duties as are set forth in Section 2 or as assigned by the Board of Directors.

Section 2. The duties of the Executive Director shall be:

a. To organize and maintain the Association office, with the responsibility for the establishment and maintenance of Association records, the personnel policies and actions, and the preparation and administration of the Association budget.

b. To represent the Association with federal, state, and local bodies and agencies or other public and private organizations.

c. To implement the policies and programs agreed upon by the Board of Directors or the Executive Committee acting in the interim between meetings of the Board of Directors.

d. To act as Commissioner of Athletics and assume management responsibility for intercollegiate athletics between and among the member institutions.

e. To perform such other duties as the President, the Executive Committee, or the Board of Directors may assign.

ARTICLE VII

EXECUTIVE COMMITTEE

Section 1. The Executive Committee shall consist of the officers of the Association. Subject to the provisions of the Constitution, the Executive Committee shall recommend policies to the Board of Directors, shall act on behalf of the Board of Directors during the interim between Board meetings, and shall approve the employment of professional staff. Action taken by the Executive Committee during the interim between Board meetings shall be communicated to the members of the Board of Directors promptly.

ARTICLE VIII

COMMISSIONS AND LIAISON COMMITTEES

Section 1. The Association shall provide for involvement of member institutions in the work of the Association through commissions.

Section 2. The membership of these commissions shall be broadly representative of the four segments.

Section 3. The number, types, and responsibilities of commissions shall be determined by the Board of Directors.

Section 4. Members of the commissions shall be appointed by the Association President on the recommendation of the Committee on Commissions, which shall be composed of:

a. The Executive Committee of the Association.

b. One member of each of the four segments selected from the Board of Directors by the members of each segment on the Board.

The President of the Association shall act as the Chairperson of the Committee on Commissions and shall call meetings as required.

Section 5. Representatives from other associations and concerned agencies may be invited to attend commission meetings as required.

Section 6. The term of office for members of commissions shall be three years, except for student members who shall serve for one year. The terms of office on each commission shall be so arranged as to permit the selection of at least one-third of the membership each year. Commission members may be reappointed for one additional term of office. A chairperson whose second term of office expires at the end of the year during which he served as chairperson may be reappointed for a one-year term.

Section 7. Commission vacancies shall be publicized in CCJCA News and by special memoranda addressed to the segmental representatives. Such notification of vacancies shall be publicized in a timely manner but not later than February 1 of each year.

Section 8. Applications and/or recommendations for commission memberships shall be submitted not later than March 15 to the Executive Director. The Committee on Commissions shall consider all applications and/or recommendations

and shall appoint members in accordance with the affirmative action statement contained in the Preamble of the Constitution and Bylaws and in recognition of geographical regions. There shall be not less than two representatives of each segment appointed to commissions unless there are fewer than two applicants from a segment. The appointment of members of commissions shall be published in CCJCA News.

Section 9. The Committee on Commissions shall recommend to the President a chairperson of each commission.

Section 10. The commissions of the Association typically shall be composed of between 16 and 20 members, depending on the nature of each commission's responsibility. Commission membership shall include expertise in the activities of the commission and shall also be representative of the four segments of the Association.

Section 11. At the January meeting of the Board of Directors, the usefulness and effectiveness of the commissions shall be reviewed.

Section 12. The term of office of a commission member may be terminated by the Board of Directors for failure to participate in commission activities.

Section 13. Each commission chairperson shall be invited to attend at least oen meeting of the Board of Directors each year.

Section 14. Liaison committees of the Articulation Council of California: The California Community and Junior College Association represents the interests of the community and junior colleges among the five segments of the Articulation Council of California. Membership from the community and junior college sector on the various liaison committees of the Articulation Council of California shall be recommended by the Committee on Commissions in the same manner as membership on other Association commissions, general committees, and task forces.

ARTICLE IX

COUNCIL OF COMMISSIONS

Section 1. The Council of Commissions shall consist of the chairpersons of the commissions. A Chairperson shall be elected by the members of the Council.

Section 2. The Council of Commissions shall function as a link between the Board of Directors and each individual commission.

Section 3. The duties of the Council of Commissions shall be:

a. To coordinate the activities of the commissions and to provide guidance to them as they assume assigned responsibilities.

b. To receive, consider, and approve or disapprove proposals for studies or research involving member institutions and the reports of such projects which may be generated by a commission or commissions and to submit approved proposals or reports to the Board of Directors for action. A commission or commissions which generate proposals or reports which do not receive the approval of the Council of Commissions shall have the right to appeal to the Board of Directors.

Section 4. It shall be the responsibility of the Chairperson of the Council of Commissions to report or to have reported the activities of the commissions at each meeting of the Board of Directors.

Section 5. It shall be the responsibility of the chairpersons of the individual commissions to call regular meetings in a timely manner and to report on the commissions' activities at each meeting of the Council of Commissions.

ARTICLE X

VOTING

Section 1. All actions of the Association and its constituent bodies and commissions shall be determined by a majority vote at any meeting at which a quorum is present. A quorum shall be a majority of the delegates or members registered for the meeting. Ballot by mail shall be permitted as the situation may require.

Section 2. Policies establishing uniform practices and procedures in regard to voting matters shall be adopted by a majority vote of the Board of Directors.

Section 3. Voting at the Delegate Assembly:

a. Voting at the Delegate Assembly shall be by delegates or alternates in attendance.

b. Authorization to vote at the meeting of the Delegate Assembly will be awarded to those persons wearing delegate ribbons which will be provided to the delegate or alternate at the time of registration.

c. An alternate will be given a delegate ribbon at the time of registration if he or she presents a statement signed by the official delegate indicating that the alternate is authorized to vote for the delegate. The authorizing statement may be included on the form provided at the time of preregistration.

d. An alternate must be from the same institution or district office as the official delegate.

e. No delegate or alternate, except trustee delegates or their alternates from multicollege districts in which the number of colleges exceeds the number of trustees, may be authorized to cast more than two votes.

f. A trustee from a multicollege district in which the number of colleges exceeds the number of trustees is authorized to cast a maximum of three trustee votes when authorized to do so in writing by the official trustee delegate(s) from the same district.

g. A delegate present at the meeting of the Delegate Assembly who is required to leave early may assign his or her vote to an alternate from the same institution or district office by presenting a signed statement to that effect at the registration desk. At that time, the delegate's ribbon may be transferred to an alternate. However, except as permitted in (f) , above, no delegate may cast more than two votes.

Section 4. A roll call vote may be taken in accordance with Robert's Rules of Order, Newly Revised.

ARTICLE XI

PARLIAMENTARY AUTHORITY

Section 1. In the absence of provisions to the contrary, Robert's Rules of Order, Newly Revised shall prevail.

ARTICLE XII

REGIONAL ORGANIZATIONS

Section 1. Regional organizations may be formed with a constitution and bylaws and may elect officers, collect dues, and conduct business to fulfill its objectives, but its procedures and policies shall be consistent with the Constitution and Bylaws of the Association.

ARTICLE XIII

DISSOLUTION OF THE ASSOCIATION

Section 1. The Association may be dissolved by the following procedure:

a. Thirty days' notice of a motion to dissolve must be given to the Board of Directors.

b. A two-thirds vote of the members of the Board of Directors for dissolution is required.

c. The motion approved by the Board of Directors must be submitted to the members of the Delegate Assembly, either at a regular meeting or by mail.

d. A majority of the delegates voting is required to ratify the motion for dissolution.

ARTICLE XIV

AMENDMENTS

Section 1. Amendments to the Constitution and Bylaws shall be designated as procedural or substantive by a two-thirds vote of the Board of Directors, except that amendments which affect the number of members of the Board of Directors or the term of office of members of the Board of Directors or which change quorum requirements shall always be designated as substantive.

Section 2. Procedural amendments to the Constitution and Bylaws may be approved by a two-thirds vote of the Board of Directors.

Section 3. Substantive amendments to the Constitution and Bylaws shall require the approval of the Board of Directors by a two-thirds vote and ratification by a majority vote of the Delegate Assembly.

Section 4. Proposed amendments, whether procedural or substantive, shall be submitted in writing to the Board of Directors. If substantive amendments are approved by a two-thirds vote of the Board of Directors, they shall be submitted to the members of the Delegate Assembly 30 days prior to the meeting at which ratification will be sought.

Section 5. Amendments to the Constitution and Bylaws may be proposed:

a. By a member of the Board of Directors; or

b. By the Executive Director; or

c. By petition signed by one-third of the Delegate Assembly.

Section 6. Amendments proposed at a meeting of the Board of Directors shall not be voted on until the next meeting.

California Community and Junior
College Association
2017 "O" Street
Sacramento, California 95814

June 27, 1980

APPENDIX C-2

CONSTITUTION AND BYLAWS 1977 [Revised 1978]

CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

CONSTITUTION
OF THE
CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

The community and junior colleges of the State of California do hereby establish the California Community and Junior College Association, hereinafter referred to as CCJCA.

The California Community and Junior College Association, incorporated under the laws of the State of California, is primarily a working association of the member colleges. It is an institutional-based, nonprofit, voluntary state association organized for the purpose of representing the interests of the community and junior colleges of California. The Association is dedicated to a policy which prohibits discrimination and affirmatively encourages participation on the basis of race, creed, color, age, or sex in the selection of staff, officers, delegates, and members of the Board of Directors, committees, or commissions.

ARTICLE I

PURPOSES

Section 1. The purposes of CCJCA shall be as set forth in the Articles of Incorporation. Among others, they shall be to develop and to promote desirable policies and practices for community and junior colleges, to encourage and to promote activities for cooperative intercollege relations, to represent the community and junior colleges to other organizations and agencies, and to cooperate with other levels of education.

ARTICLE II

MEMBERSHIP

Section 1. Institutional membership in CCJCA shall be open to any community or junior college in California and to such other community and junior colleges as may be approved by the Board of Directors.

Section 2. All members of local district governing boards, members of the administration, members of the faculty, and students of member institutions and districts are deemed to be eligible for participation in the activities of CCJCA.

Section 3. Associate membership in CCJCA shall be available to such professional and commercial organizations as may be approved by the Board of Directors. Associate memberships carry no voting privileges.

Section 4. Application for institutional and associate membership in the California Community and Junior College Association shall be made to the Board of Directors. Membership shall be contingent upon approval by the Board of Directors and upon payment of dues as established by the Delegate Assembly of CCJCA.

ARTICLE III
DELEGATE ASSEMBLY

Section 1. The Delegate Assembly shall consist of the following:

a. Four representatives from each college: the chief administrative officer (or designee), one faculty member, one trustee (or trustee vote),* and one student.

b. Four additional representatives from each multicollege district: the chief administrative officer (or designee), one faculty member, one trustee, and one student.

Section 2. The Delegate Assembly constitutes the primary policymaking body of CCJCA.

Section 3. Meetings of the Delegate Assembly:

a. The Delegate Assembly shall meet at least twice annually. The fall meeting shall be in conjunction with the CCJCA Annual Conference, and will be for the purpose of conducting the business of the Association, as well as for the presentation of resolutions to be considered at the spring meeting of that Assembly. The date of the spring meeting shall be set by the Board of Directors.

b. Resolutions of an emergency nature as determined by the Executive Committee, or by a two-thirds majority vote of those delegates voting during a fall meeting of the Delegate Assembly, may be acted upon at the fall meeting.

Section 4. A special meeting of the Delegate Assembly shall be convened as a result of a petition to the Board of Directors signed by 25 percent of the members of the Delegate Assembly.

ARTICLE IV
BOARD OF DIRECTORS

Section 1. The voting members of the Board of Directors of CCJCA whall consist of the following:

a. Five officers of the Association: President, three vice Presidents, and Past President.
b. Four chief administrative officers (at least one of the four from a multicollege district).
c. Four faculty (at least one of the four from a multicollege district).
d. Four trustees (at least one of the four from a multicollege district).
e. Four students (at least one of the four form a multicollege district).
f. Chairperson, Council of Commissions.

*In a multicollege district in which the number of colleges exceeds the number of trustees, the district is entitled to a number of trustee votes equal to the number of colleges. In such cases, one trustee may record more than one vote, not to exceed a maximum of three trustee votes, but the total number of trusee votes shall not exceed the total number of colleges in the district plus the vote of the district representative.

Section 2. The representatives to the Board of Directors shall be elected by each of the four segments noted above voting separately during the annual spring meeting of the Delegate Assembly. The officers other than the Past President shall be elected by the Delegate Assembly voting as a whole at the annual spring meeting.

Section 3. The Executive Director of CCJCA shall be an ex officio member of the Board of Directors.

Section 4. The term of office for members of the Board of Directors elected from the chief administrator, trustee, and faculty segments shall be three years. The term of office for studnet members shall be one year.

Section 5. The duties of the Board of Directors shall be:

a. To recommend policies to the Delegate Assembly.
b. To implement policies established by the Delegate Assembly.
c. To provide liaison with the Board of Governors of the California Community Colleges, the California Postsecondary Education Commission, and other public or private agencies concerned with education.
d. To approve the annual budget upon recommendation of the Executive Director and to recommend to the Delegate Assembly the rate of membership dues.
e. To confer with the President of CCJCA and approve the establishment, continuance, or discontinuance of CCJCA commissions, general committees, and task forces.
f. To plan and promote the regular and special meetings of CCJCA and the Delegate Assembly.
g. To appoint the Executive Director of CCJCA and determine the term of office, salary, and responsibilities.
h. To act on all applications for membership in CCJCA.

ARTICLE V

OFFICERS

Section 1. The officers of CCJCA shall be the President, three Vice Presidents, and the Past President.

Section 2. The President and three Vice Presidnets shall be elected for a term of one year by the Delegate Assembly at its spring meeting, the term to begin on July 1.

Section 3. The trustee, administrative, faculty, and student segments shall be represented among the officers. The office of President shall be rotated among the trustee, administrative, and faculty segments once every three years.

ARTICLE VI

EXECUTIVE DIRECTOR

Section 1. The Executive Director shall be the chief administrative officer and the secretary and treasurer of CCJCA and have such other duties as are set forth in the Bylaws, or as assigned by the Board of Directors.

ARTICLE VII

EXECUTIVE COMMITTEE

Section 1. The Executive Committee shall consist of the officers of the Association and the Executive Director. Subject to the provisions of the Bylaws, the Executive Committee shall recommend policies to the Board of Directors and shall act on behalf of the Board of Directors during the interim between Board meetings.

ARTICLE VIII

COMMISSIONS

Section 1. The CCJCA shall provide for involvement of member institutions in the work of the Association through commissions.

Section 2. The membership of these commissions shall be broadly representative of the four segments.

Section 3. The number, types, and responsibilities of commissions shall be as specified in the Bylaws.

Section 4. Members of the CCJCA commissions shall be appointed by the Association President with the advice and consent of the Committee on Commissions.

Section 5. There shall be a Council of Commissions which shall be composed of the chairpersons of the commissions. The Council of Commissions shall elect a chairperson from the membership. The Council of Commissions shall meet on a regular basis.

ARTICLE IX

REGIONAL FORUMS

Section 1. There shall be provisions for member institutions to create regional forums for consideration of educational and related matters. Such organizations shall not be a part of the policymaking structure of the Association.

Section 2. Regional forums may organize with a constitution and bylaws, elect officers, collect dues, and conduct business to fulfill its objectives, but procedures and policies shall be consistent with the Constitution and Bylaws of CCJCA.

ARTICLE X

VOTING

Section 1. All actions of CCJCA and its constituent bodies and commissions shall be determined by a majority vote at any meeting at which a quorum is present. A quorum shall be as established in the Bylaws. Ballot by mail shall be permitted as the situation may require.

Section 2. Policies establishing uniform practices and procedures in regard to voting matters shall be adopted by a majority vote of the Board of Directors.

Section 3. Voting at the Delegate Assembly:

a. Voting at the Delegate Assembly shall be by delegates or alternates in attendance.

b. Authorization to vote at the meeting of the Delegate Assembly will be awarded to those persons wearing delegate ribbons which will be provided to the delegate or alternate at the time of registration.

c. An alternate will be given a delegate ribbon at the time of registration if he or she presents a statement signed by the official delegate indicating that the alternate is authorized to vote for the delegate. The authorizing statement may be included on the form provided at the time of preregistration.

d. An alternate must be from the same institution or district office as the official delegate.

e. No delegate or alternate, except trustee delegates or their alternates from multicollege districts in which the number of colleges exceeds the number of trustees, may be authorized to cast more than two votes.

f. A trustee from a multicollege district in which the number of colleges exceeds the number of trustees is authorized to cast a maximum of three trustee votes when authorized to do so in writing by the official trustee delegate(s) from the same district.

g. A delegate present at the meeting of the Delegate Assembly who is required to leave early may assign his or her vote to an alternate from the same institution or district office by presenting a signed statement to that effect to the registration desk. At that time, the delegate's ribbon may be transferred to an alternate. However, except as permitted in (e) or (f) above, no delegate may cast more than two votes.

Section 4. Provisions of this Article do not apply to constitutional amendments.

ARTICLE XI

REFERENDUM

Section 1. A referendum is defined as the submission to a vote of the Delegate Assembly of a measure passed upon or proposed by the Board of Directors.

Section 2. Any action of the Board of Directors of CCJCA shall be referred to the delegates of the Delegate Assembly when requested by one-third of the delegates of the Delegate Assembly in assembly or by mail.

ARTICLE XII

RECALL

Section 1. The process of recall of the officers of the Association shall be initiated by a petition signed by one-third of the members of the Delegate Assembly.

ARTICLE XIII

BYLAWS

Section 1. Bylaws may be proposed by any member of the Board of Directors or by any member of the Delegate Assembly.

Section 2. Bylaws may be adopted or amended by the Board of Directors by a majority vote of those present, provided a quorum is established and provided 30 calendar days of notice have been given.

ARTICLE XIV

AMENDMENTS

Section 1. Amendments to the Constitution may be proposed:

a. By a two-thirds vote of the membership of the Board of Directors; or
b. By petition signed by one-third of the members of the Delegate Assembly.

Section 2. Such proposed amendments shall be submitted in writing by the Board of Directors to the delegates of the Delegate Assembly for ratification and, if ratified by two-thirds of the members in assembly or by mail, shall become a part of this Constitution. If a proposed amendment is not ratified within one year of the date of submission to the delegates, it shall be deemed to have failed.

ARTICLE XV

RULES OF ORDER

Section 1. In the absence of provisions to the contrary, Robert's Rules of Order Revised shall previal.

ARTICLE XVI

STUDENT ELIGIBILITY

Section 1. To be eligible to be selected as a member of the CCJCA Delegate Assembly, or to be elected as a member of the Board of Directors, or to be elected as an officer of the Association, a student shall be actively enrolled in a minimum of nine units in credit hours.

Section 2. If a student member of the Delegate Assembly or the Board of Directors, or a student officer of the Association, is enrolled in less than nine units in credit courses during the term of office, the student shall be declared ineligible and will be replaced in accordance with the provisions of the CCJCA Constitution and Bylaws.

(Adopted by a vote of the members of the CCJCA Delegate Assembly, March, 1977; amended April 22, 1978; November 13, 1978; April 21, 1979.)

BYLAWS
TO THE CONSTITUTION OF THE
CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

ARTICLE I

OFFICERS

Section 1. The President. The duties of the President shall be:

a. To represent the Association as appropriate and to preside at all meetings of CCJCA.

b. To act as Chairperson of the Board of Directors and the Executive Committee.

c. To recommend to CCJCA such measures as are judged to be necessary and expedient.

d. To appoint members of commissions and fill vacancies on general committees and task forces not otherwise provided for in the Constitution and the Bylaws.

e. To provide for the implementation of policies established by CCJCA.

f. To arrange for the Annual Conference and the spring meeting of the Delegate Assembly and for such other meetings as may be considered necessary.

g. To assume such other duties as may be deemed appropriate to the office.

Section 2. The Vice Presidents. The duties of the Vice Presidents shall be:

a. Assigned by the President of CCJCA. The Presiden shall take into consideration the background and interests of the Vice Presidents, as well as the needs of CCJCA.

b. To serve as ex officio members of such commissions, general committees, and task forces as the President may designate.

c. Shall be to represent the President at designated meetings.

Section 3. The office of President shall rotate among the faculty, trustee, and administrative segments in that sequence, beginning July 1, 1978.

One Vice President shall be elected from each of the three segments not represented in the Presidency.

Section 4. The President of the Association as presiding officer of the Delegate Assembly shall call for nominations from the segmental representatives as well as from the floor, beginning with nominations for the Presidency. Voting will be conducted by secret ballot. The President shall appoint one member from each segment to count the ballots.

Section 5. A majority of the votes cast shall be required for election.

ARTICLE II

EXECUTIVE COMMITTEE

Section 1. The Executive Committee shall be constituted as provided in Article VII of the Constitution of the Association.

Section 2. The duties of the Executive Committee shall be:

a. As provided in Article VII, Section 1, of the Constitution.
b. To perform special assignments as directed by the Board of Directors or the Delegate Assembly.
c. To review actions of CCJCA commissions, general committees, and task forces, and to make recommendations to the Board of Directors.
d. To designate, under unusual circumstances, one of the two Vice Presidents representing the faculty, administrative, or trustee segments as President. Under such circumstances, the Board of Directors shall select as Vice President a representative from the appropriate segment currently serving on the Board of Directors.

ARTICLE III

BOARD OF DIRECTORS

Section 1. The composition of the Board of Directors shall be as specified in Article IV, Section 1, of the Constitution.

Section 2. The duties of the Board of Directors shall be as specified in Article IV, Section 5, of the Constitution.

Section 3. The Board of Directors shall meet at least four times annually.

Section 4. At the first meeting of the Board of Directors in September, 1978, the administrative, faculty, and trustee representatives will draw lots to determine lengths of term of office. The distribution of members will be as follows:

Faculty:	Two 3-year terms, one 2-year term, and one 1-year term.
Trustee:	One 3-year term, two 2-year terms, and one 1-year term.
Administrative:	One 3-year term, one 2-year term, and two 1-year terms.

Subsequent elections to the Board of Directors will be in accordance with this schedule.

ARTICLE IV

THE DELEGATE ASSEMBLY

Section 1. The composition of the Delegate Assembly shall be as specified in Article III, Section 1, of the Constitution. It shall be the responsibility of each segment within each college and district to establish procedures for selecting a representative. Each year during the month of May, CCJCA will mail Delegate Assembly representative reporting cards to each segment in each college and district, and will compile the official roster of the members of the Delegate Assembly. It shall be the responsibility of each segment to fill vacancies of unexpired terms and to report such changes in representation to CCJCA.

Section 2. The functions of the Delegate Assembly shall be as specified in Article III, Section 2, of the Constitution.

Section 3. A member of the Delegate Assembly who is elected to the Board of Directors and who, for any reason, is unable to complete his or her term shall be replaced for the incomplete term by the candidate receiving the next highest number of votes after the last elected candidate in the segmental elections. If that person, for any reason, is unable to complete the term, the candidate receiving the next highest votes will be named to the Board of Directors, and so on.

Section 4. Nominees for election to the Board of Directors shall be those individuals receiving the highest number of votes from a mailed ballot circulated to all members of each segment. Each delegate shall be entitled to nominate two candidates. The slate of nominees for each segment shall be twice the number of positions to be filled on the Board of Directors. The mailed ballot shall include the names of every institutional delegate from each segment.

Section 5. In addition to the provisions of Section 4 of this Article, nominations may be made from the floor of the Delegate Assembly.

Section 6. During each Delegate Assembly there shall be called a segmental caucus as follows:

(a) On the first day of the fall meeting of the Delegate Assembly, each segment shall caucus for the purpose of:

1. Proposing agenda items.

2. Preparing resolutions to be presented to the Resolutions Committee of the Delegate Assembly.

3. Conducting any other business.

(b) On the first day of the spring meeting of the Delegate Assembly, each segment shall caucus for the purpose of:

1. Electing segmental representatives to the Board of Directors as required.

2. Selecting not more than one candidate for each open office as officers of the Association.

3. The student caucus shall elect one of the student members of the Board of Directors to serve on the Executive Committee.

4. Preparing resolutions to be presented to the Resolutions Committee of the Delegate Assembly.

5. Conducting necessary business.

Section 7. The President of the Association shall act as the presiding officer of the Delegate Assembly.

The officers of the Association representing each of the segments shall act as chairpersons of the appropriate segmental caucuses.

Section 8. The Resolutions Committee of the Delegate Assembly:

a. A Resolutions Committee of the Delegate Assembly shall be constituted by the President of the Association.

b. All proposed resolutions shall be presented on an approved form in a timely manner to the Resolutions Committee.

c. Only those resolutions which have received the approval of the Board of Directors or a majority of those delegates present at a segmental caucus shall be considered by the Resolutions Committee.

d. The Resolutions Committee shall review all resolutions and make its recommendations to the Delegate Assembly.

Section 9. A majority of those delegates registered and attending the Delegate Assembly shall constitute a quorum for meetings of the Delegate Assembly.

Section 10. Members elected to the Board of Directors must be regularly elected members of the Delegate Assembly.

ARTICLE V

EXECUTIVE DIRECTOR

Section 1. The duties of the Executive Director shall be:

a. To organize and maintain the Association office, with the responsibility for the establishment and maintenance of Association records, personnel policies and actions, and the preparation and administration of the Association budget.

b. To represent CCJCA with federal, state, and local bodies, agencies, or other public and private organizations.

c. To implement the policies and programs agreed upon by the Board of Directors, the Executive Committee, and the Delegate Assembly of CCJCA.

d. To act as Commissioner of Athletics and assume management responsibility for intercollegiate athletics between and among the member institutions.

e. To perform such other duties as the President, the Executive Committee, or the Board of Directors may assign.

ARTICLE VI

COMMISSIONS

Section 1. There shall be several CCJCA commissions as established by the Board of Directors which shall include but not be limited to:

a. Commission on Accreditation

This Commission shall provide CCJCA representation to the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges.

b. Commission on Articulation

This Commission shall be concerned with the problems and issues of articulation between and among the various segments of education, both at the secondary and postsecondary levels. The Commission shall coordinate the efforts of the several liaison committees and act as the Association's representatives to the Articulation Conference Committee.

c. Commission on Athletics

This Commission shall formulate and enforce general rules and regulations governing intercollegiate athletics for member institutions, according to policies adopted by CCJCA. In addition, this Commission shall determine conditions of playoff and/or championship contests and shall supervise the arrangements.

d. Commission on Business and Facilities Management

This Commission shall conduct studies of the structure and application of business management principles, both state and local, for community and junior colleges and for the construction of physical facilities, and, as a consequence of these studies, make periodic reports and/or recommendations to CCJCA.

e. Commission on Community Services

This Commission shall develop and recommend philosophy, policies, and practices for effective programs of community services. This Commission shall work cooperatively with other educational agencies and institutions with similar interests so that duplication of services may be avoided.

f. Commission on Continuing Education

This Commission shall develop and recommend philosophy, policies, and practices for effective programs of continuing education. This Commission shall work cooperatively with other educational agencies and institutions with similar interests so that duplication of services may be avoided.

g. Commission on the Disadvantaged

The functions of the Commission on the Disadvantaged shall include, but not be limited to, the encouragement and the promotion of meaningful education and support services to meet the unique needs of ethnic minorities and the historically socioeconomically impoverished, reviewing and suggesting legislation concerned with such education, reviewing and commenting upon positions taken by other commissions, organizations, and agencies, conducting necessary research, proposing positions and recommendations to the Board of Directors.

h. Commission on Finance

This Commission shall conduct studies on all aspects of the fiscal support for community and junior colleges and shall make reports and recommendations regarding short- and long-range solutions to financial problems. The Commission shall work cooperatively with other CCJCA commissions and with state and federal agencies and with other organizations in the best interests of the community and junior colleges.

i. Commission on the Handicapped

This Commission shall develop and recommend philosophy, policies, and practices for effective programs and services for the handicapped. This Commission shall work cooperatively with other agencies and organizations with similar interests. This Commission shall monitor and review legislation concerning education of the handicapped, and shall prepare position papers relevant to such legislation. This Commission shall enlighten and encourage community colleges to meet the educational needs of the handicapped.

j. Commission on Instruction

This Commission shall evaluate new instructional methods and preview and comment upon instructional techniques and equipment in light of their applicability for California community and junior colleges. In addition, it shall recommend or conduct studies which may prove to be of benefit to the member colleges and shall evaluate and recommend research studies, fellowships, and avenues of funding which have the potential of improving instruction in California community and junior colleges.

k. Commission on Legislation

This Commission shall represent the legislative interests of CCJCA. This includes submitting proposals for legislation, initiating, supporting, or opposing legislation, and cooperating with other educational organizations and agencies in legislative matters.

~~l.~~ Commission on Membership Services

This Commission ~~shall~~ provide leadership and ~~direction~~ for the Association in the areas of ~~insurance~~, travel programs, seminars, and other activities of ~~interest~~ to the ~~member~~ institutions. The Commission ~~shall~~ monitor such programs as are established to ~~ascertain~~ their general applicability.

amendment passed by Board of Directors at 4/21-22/79 meeting

m. Commission on Public Relations

This Commission shall advise and assist the Board of Directors and staff of the Association in public relations matters. In addition, the Commission shall develop and conduct studies and programs designed to improve public relations practices at member institutions.

n. Commission on Research and Development

This Commission shall recommend and conduct institutional research designed to improve the effectiveness of community college education. The Commission shall review requests for participation in various research studies and recommend appropriate actions. In addition, it shall keep member colleges informed of significant institutional research by various methods and through the various publications available to them.

o. Commission on Student Services

This Commission shall recommend and conduct studies and programs designed to improve student personnel practices in the member colleges. The Commission shall inform the Council of Commissions of pertinent research, fellowship programs, and other student-related activities which could be of value to the member institutions. The Commission shall present the interests of students and student-related programs and make appropriate recommendations.

p. Commission on Vocational Education

This Commission shall provide liaison between the Association and state and federal agencies, committees, councils, or task forces addressing policies on vocational education. It shall assist the Board of Directors and other CCJCA commissions with monitoring, interpreting, and recommending action on vocational education matters, including legislation. It shall foster quality vocational education through publications, workshops, and in-service activities which will increase awareness of the importance and contribution of this segment of the community college program. It shall also conduct research and develop position papers on major issues involving vocational education.

q. Commission on Women

This Commission shall be concerned with all matters relating to the status of women in California community and junior colleges, including, but not limited to, the sponsorship of conferences and workshops, the encouragement of programs of women's studies, the encouragement and sponsorship of research on the status of women, acting as a resource in the implementation of affirmative action and Title IX regulations, and the sponsorship of staff development and management training for women.

Section 2. The commissions of the Association typically shall be composed of between 16 and 20 members, depending upon the nature of the commission's responsibility. Commission membership shall include expertise in the activities

of the commission and shall also be representative of the four segments of the Association. Every effort shall be made to insure an equitable balance of representation within commission memberships. The Board of Directors may create new commissions or discontinue existing commissions or change the functions of existing commissions as required.

Section 3. Members of the commissions shall be recommended by a Committee on Commissions composed of:

a. The Executive Committee of the Association
b. One member of each of the four segments selected from the Board of Directors by the members of each segment on that Board.
c. The Executive Director of the Association, who shall serve as an ex officio member.

The President of the Association shall act as Chairperson of the Committee on Commissions, and shall call meetings as required.

Representatives from other association and concerned agencies may be invited to attend commission meetings as appropriate.

Section 4. As vacancies occur in the membership of commissions, the Committee on Commissions shall recommend appointment of new members in a manner which will cause commission memberships to correspond to Section 2 of this Article.

Section 5. The term of office for members of commissions shall be three years except for student members who shall serve for one year. The terms of office on each commission shall be so arranged as to permit the selection of at least one-third of the membership each year. Commission members may be reappointed for one additional consecutive term of office.

Section 6. Commission vacancies shall be publicized in CCJCA News and by special memoranda addressed to the members of the Delegate Assembly. Such notification of vacancies will be publicized in a timely manner but not later than February 1 of each year.

Section 7. Applications and/or recommendations for commission memberships shall be submitted not later than March 15 to the Executive Director. The Committee on Commissions shall consider all applications and/or recommendations, and shall appoint members in accordance with the affirmative action statement contained in the Preamble of the Constitution of the Association in recognition of the geographical regions.

Section 8. The names of those appointed to the various Association commissions shall be reported to the Board of Directors and shall also be published in CCJCA News.

Section 9. The Committee on Commissions shall recommend a chairperson of each commission. This shall be done after consulting the members of each commission.

ARTICLE VII

COUNCIL OF COMMISSIONS

Section 1. The Council of Commissions shall be constituted as provided in Article VIII, Section 5, of the Constitution.

Section 2. The Council of Commissions shall function as a link between the Board of Directors and each individual commission.

Section 3. The duties of the Council of Commissions shall be:

a. To coordinate the activities of the commissions and to provide guidance to them as they assume assigned responsibilities.

b. To receive, consider, and approve or disapprove proposals for studies or research involving member institutions and the reports of such projects which may be generated by a commission or commissions; and to submit approved proposals or reports to the Board of Directors for action. A commission or commissions which generate proposals or reports which do not receive the approval of the Council of Commissions shall have the right to appeal to the Board of Directors.

Section 4. It shall be the responsibility of the Chairperson of the Council of Commissions to report or to have reported the activities of the commissions at each meeting of the Board of Directors.

Section 5. It shall be the responsibility of the chairpersons of the individual commissions to call regular meetings in a timely manner and to report on the commissions' activities at each meeting of the Council of Commissions.

ARTICLE VIII

REGIONAL FORUMS

Section 1. Member colleges and districts are encouraged to organize regional forums for the consideration of educational and related matters and shall function in accordance with the provisions of the Constitution.

ARTICLE IX

GENERAL COMMITTEES AND TASK FORCES

Section 1. The Board of Directors may create general committees and task forces for special purposes as required. The membership, functions, responsibilities, and life of such general committees and task forces shall be specified. Such general committees and task forces shall be responsible directly to the Board of Directors.

ARTICLE X

LIAISON COMMITTEES OF THE ARTICULATION COUNCIL OF CALIFORNIA

Section 1. The California Community and Junior College Association represents the interests of the community and junior colleges among the five segments of the Articulation Council of California. Membership from the community and junior college sector on the various liaison committees of the Articulation Council of California shall be recommended by the Committee on Commissions in the same manner as membership on other Association commissions, general committees, and task forces.

ARTICLE XI

ASSOCIATE MEMBERSHIPS

Section 1. Associate membership in CCJCA shall be available to such professional and commercial organizations as may be approved by the Board of Directors. Associate members shall receive copies of all general CCJCA mailings, including publications. The registration fee at CCJCA Annual Conferences shall be waived for two official representatives from each such associate organization. Associate memberships carry no voting priveleges.

(Adopted by the Board of Directors of the California Community and Junior College Association, May 14, 1977; amended September 24, 1977; January 7, 1978; March 11, 1978; May 19, 1978; September 29, 1978; March 9-10, 1979.)

APPENDIX D

DOCUMENTS RELATED TO A PROPOSED REORGANIZATION
OF THE CCJCA COMMISSION ON ATHLETICS

D-1 "Report from President's Committee Regarding Governance of Athletics in the Community Colleges," an Item Reviewed by the CCJCA Board of Directors on September 12, 1980

D-2 Proposed Constitutional Language for the Commission on Athletics, referred to in the Report as the "Six Presidents' Proposal"

D-3 "Reported and Projected Costs for the Governance of Athletics," an item reviewed by the CCJCA Board of Directors on June 5, 1980

APPENDIX D-1

CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

September 12, 1980

TO: Members of the CCJCA Board of Directors

FROM: Lloyd E. Messersmith, Executive Director

SUBJECT: Report from Presidents Committee Regarding Governance of Athletics in the Community Colleges

As we discussed at the June meeting of the Board of Directors, community college presidents statewide have appointed a committee of six to study the issue of athletics governance in the community colleges of California. It was the decision of the CCJCA Board to cooperate in all ways possible with this effort, and that action of the Board has been carried out. As part of the motion to cooperate with the study, it was also agreed that we would ask the Presidents Committee to bring the results of its deliberations back to the Board for review. The attached document is in compliance with that request.

The Presidents Committee met throughout the summer, and the Association was represented in those deliberations by President Petersen, who was a member of the Committee, and by the Executive Director, who was invited to participate in the activities of the Committee. The general thrusts of the Committee's deliberations were in two areas: first, an organizational scheme appropriate to the program and mission as agreed to; and second, the adoption of a funding pattern which the Committee felt was necessary to support the athletic function at the state level.

Attached you will find the results of the Committee's deliberations in the first area. There was general agreement that the philosophy should be embodied in a constitution, and a draft of that document has been prepared for your review. You will note that the Committee is proposing a structure which changes the size of the Commission and changes the method of appointment, but which maintains a basic relationship to the parent body. It was the feeling of the Committee that there was precedent for such an organizational format within the Association, and the Committee used the Commission on Accreditation as an example. The Committee felt strongly that it was necessary that a specific identity be created in the area of athletics and that a constitution as outlined in the attached would allow that to happen.

The Committee, in reviewing a variety of cost options, felt that the documentation prepared for the Board in June was an appropriate starting place. They agreed that "Option 2" as outlined in that document, with a few modifications, was an amount which could be used as an initial figure for planning purposes. It was agreed that the budget for the first year should be in the $135,000.00 to $150,000.00 range. The Committee seemed further committed to the concept that the funding come from existing Association sources as opposed to a special assessment. The consequences of such an action are obvious and would call for some basic programmatic decisions on the part of the Board of Directors.

The Committee is proposing a program of implementation which they feel will be in concert with the wishes of this Board. The proposal includes initial review by this body. Following this meeting of the Board, the Committee proposes to review the draft at the statewide meeting of Presidents in October and showcase the proposal at the Annual Conference of the Association in November. It is assumed that after those review sessions and necessary modifications, the document will return to the Board of Directors in January for action.

As Executive Director of the Association, I have been an interested participant in the work of the Presidents Committee. I have attempted, in this staff document, to reflect the feelings of the Committee without being unduly judgmental. The staff urges your careful review and consideration of the material as prepared both by staff in June and by the Presidents Committee in September.

LEM:amd

Revised Draft

August 27, 1980

Proposed

APPENDIX D-2

California Community College Commission on Athletics

Article I - Name and Purpose

Section 1. The organization shall be known as the California Community College Commission on Athletics (C.O.A.).

Section 2. The purpose of the organization shall be to organize, implement and direct the program of Intercollegiate Community College Athletics, with budgetary approval by C.C.J.C.A.

Article II - Membership

Section 1. California public and private Community Colleges participating in Intercollegiate Athletics are eligible for membership by payment of C.C.J.C.A. annual dues.

Article III - Organization

Section 1. The C.O.A. will consist of one representative from each Conference as conferences are aligned for 1980-81, and three representatives as appointed by the C.C.J.C.A. Board of Directors.

Section 2. The C.O.A. will maintain colleges in home conferences for the purpose of representation to the C.O.A.

Section 3. The C.O.A. shall annually elect a President and a Vice President from its membership. There shall be a Commissioner of Athletics who will also serve as the Secretary/Treasurer of the C.O.A.

Section 4. There shall be Standing and Ad Hoc Committees as determined and appointed by the C.O.A. Such committees will function in accordance with the By-Laws adopted by the C.O.A.

Article IV - Duties of Officers

Section 1. Duties of the President

A. Call all meetings of the C.O.A.
B. Chair all meetings of the C.O.A.
C. Represent the Commission in matters relative to the purposes of the C.O.A.

Section 2. Duties of Vice President

A. In the absence of the President, performs duties of the President

Section 3. Duties of the Commissioner-Secretary/Treasurer

A. Commissioner

1. Implements and supervises the enforcement of all policies and procedures established by the C.O.A.
2. Recommends Athletic Code changes to the C.O.A.
3. Maintains and distributes official Athletic Code revisions
4. Responsible to make final decisions as to Code interpretations
5. Informs colleges of code changes and interpretrations
6. Assists and coordinates C.O.A. established Subcommittees. Maintains and distributes findings/recommendations of the Subcommittees to the C.O.A. members, Conferences, and/or Colleges as appropriate
7. Establishes and maintains liaison with other interested athletic organizations, i.e. individual sport coaches organizations, Athletic Directors Assn., Athletic Administrators Organization, etc.
8. Responsible to develop a relationship with corporations, businesses or any other entity interested in sponsorship of State Play-Off Competition
9. At the direction of the President represents the C.O.A. in matters of interest
10. Maintains a channel of communication with colleges and conferences regarding alleged Code violations and takes appropriate action on unresolved issues (See Article V, Section 1-E)
11. Maintains a working relationship with Conference Commissioners by conducting regular meetings to gain consistency and uniformity in the implementation of athletic policies and procedures within and among conferences
12. Selects, directs and evaluates the office staff as authorized by the C.O.A.
13. Performs other duties as directed

B. Secretary/Treasurer
   1. Developes and distributes the C.O.A. Agenda two weeks prior to each regular meeting, and one week prior to special meetings of the C.O.A.
   2. Distributes minutes of meetings and maintains file of all official correspondence and records
   3. Keeps accurate account of all monies received and disbursed, and reports to the C.O.A. as directed

Section 4. Duties of C.O.A. Members

A. Represents the interests of the California Community College Athletic Program
B. Members elected by conference serve as liaison between the C.O.A. and the conference from which elected

C. Appointed members represent the interests of C.C.J.C.A.
D. Represents the C.O.A. on sub-committees as appointed

Article V - Duties of the C.O.A.

Section 1. Powers and Duties of the C.O.A.

A. Select and evaluate the Commissioner
B. Adopt all policies for the administration of the Community College Athletic Program (See Article IX, Section 1)
C. Make recommendations as appropriate in all matters affecting Community College Athletics
D. Prepares and submits annual budget to C.C.J.C.A. and administers the approved budget
E. Establish and maintain a due process procedure for athletes, colleges, and conferences

Article VI - Meetings, Voting and Agendas

Section 1. The C.O.A. shall establish regular meetng dates

Section 2. Special meetings may be called at the discretion of the President, or by request of the majority of the C.O.A. members

Section 3. Each member of the C.O.A. is entitled to one vote. All decisions require a minimum of eight affirmative votes, except as in Article VIII

Section 4. The C.O.A. will act upon the Agenda as distributed. A proposed Addenda to the published agenda for regular meetings shall be acted upon with the approval of 12 members. The C.O.A., during special called meetings, may act only on items listed on the published agenda.

Article VII - Nomination, Term of Office, and Election of C.O.A. Members

Section 1. C.O.A. Member

A. One C.O.A. members is elected by each athletic conference
B. Three C.O.A. members are appointed by the C.C.J.C.A. Board of Directors, in accordance with their appointment policies

Section 2. Alternate C.O.A. Member

A. Each Conference shall elect an alternate C.O.A. member to serve as a voting member at regular and special meetings of the C.O.A. in the absence of the elected C.O.A. member and will serve as C.O.A. member if for any reason the elected member does not complete the term of office
B. There are no designated alternate C.O.A. members for the three members appointed by C.C.J.C.A.

Section 3. Nominations and Election Process for Conference Commission Members

A. The Executive Director of C.C.J.C.A. is responsible to conduct the nomination and election process. The time of the initial election and appointment of C.O.A. members to be determined by Board of Directors, C.C.J.C.A.
B. Each College President is entitled to nominate one individual as their Conference C.O.A. member
C. A written ballot by Conference will list names of all nominees. Each College President has one vote. If no individual receives a majority on the first ballot, a runoff election will be conducted between the top two or more if there are three or more tied for first, or two or more tied for second
D. The remaining names, after deletion of the individual elected, will be the nominees for the position of alternate C.O.A. member with the election conducted as above

Section 4. Term of Office

A. All C.O.A. members initially will serve a two-year term, July 1, 1981 to June 30, 1983. If the C.O.A. is initially organized prior to July 1, the C.O.A. members will serve that period plus two years. When a new Conference alignment is established, the C.O.A. shall terminate the service of any C.O.A. member and alternate whose college is no longer appropriately aligned with the new conference, and authorize the newly aligned conference to nominate and elect a new C.O.A. member and/or alternate

B. The C.O.A. will adopt procedures for staggered three-year terms of office following the initial two-year terms of the original C.O.A. members

Section 5. C.O.A. Member Replacement Process

A. College Presidents of a conference may replace and elect C.O.A. member or alternate by majority vote

Article VIII - Amendments

Section 1. This constitution may be amended by 12 affirmative votes of the C.O.A. at any regular meeting provided the amendment is presented in writing to each member of the C.O.A. at least two weeks in advance of the meeting at which the vote is to be cast. The proposed amendment shall be circulated to the C.O.A. members by the Commissioner.

Section 2. The Constitution may be amended by a unanimous vote (15 votes) at any regular or special meeting.

Article IX - California Community College Athletic Code

Section 1. The Athletic Code is the official policy document for Community College Athletics, and it is the responsibility of the C.O.A. to add to, delete from, or amend the Code and maintain conformance with its provisions.

APPENDIX D-3

CALIFORNIA COMMUNITY AND JUNIOR COLLEGE ASSOCIATION

June 5, 1980

TO: Members of the CCJCA Board of Directors

FROM: Lloyd E. Messersmith, Executive Director

SUBJECT: Reported and Projected Costs for the Governance of Athletics

During the March meeting of the Association's Board of Directors, the issue of the Association dues structure as it relates to athletics was raised once again. The Community College Urban District Association made a proposal to the Board that the Board of Directors consider a restructuring of dues of the Association. The restructuring in their proposal would include a membership fee for athletics and a fee for all other programs and services provided by the Association.

That proposal was not adopted by the Board of Directors, but action in this regard was taken. The Board, by roll call, voted that staff should undertake a two-phase study; those were: (1) what the real costs are now to perform the athletic functions, including costs for staff time, office space, etc.; and (2) what the projected costs would be if the functions were performed separately. The staff has responded to those directions, and the material is found in the following report. It should be noted that the costs currently carried in the budget do not reflect the true costs as called for in the first part of the motion.

The staff feels that it is important to set forth some of the conditions under which athletics are currently governed within the Association framework. The supervision and control of athletics rests with a commission which is appointed by the Committee on Commissions. The Executive Director of the Association acts as Commissioner of Athletics and fills a legal role within the governance scheme. The Commission prepares an Athletic Code which governs intercollegiate play and which sets forth conditions under which that play takes place. The Code governs play in both men's and women's sports and is continually being revised and updated to reflect changing conditions.

Over the years, the Association leadership has felt strongly about maintaining what they considered a "positive perspective" relative to the student athlete and has avoided such things as full-time staff and other amenities which one might expect. As a result of this philosophy, much of the cost of doing business in the athletic arena is carried within the general Association budget accounts. As an example, the Association this year budgeted $3,000.00 for legal services. The only draw against that account relates to athletics. It has always been felt that this was part of the cost of doing Association business in the same way that we relate to instruction, legislation, or accreditation, as examples.

In the 1978-79 budget year, we earmarked as athletics expense an amount of $16,600.00. During that year, the charges directed to budget categories 425 and 425.2 were $26,858.92. During the current budget year (1979-80), in these categories we have budgeted $20,700.00, and at the present time we are projecting chargeable costs of approximately $31,000.00 against those accounts. There are some income categories which help offset the expense; for instance, last year we were reimbursed $5,609.89 for trophies and this year we received $15,698.30 from the postseason football game which was co-sponsored by the Kern County Shrine Club. We have committed $6,000.00 of that amount to the 12 athletic conferences on the basis of $500.00 per conference to assist in offsetting losses in non-revenue-producing tournament play.

Part 1 - Present Extrapolated Real Costs

For the present academic year, the Association budgeted $20,700.00 in categories 425 and 425.2. We are at this time projecting charges against those accounts of $31,000.00. Those categorical costs are exclusive of the other charges which would constitute, for discussion purposes, "real" costs. For the 1979-80 academic year, those costs are projected as follows:

Commissioner (20% of budgeted salary)	$10,000.00
Administration/Bookkeeping (15% of budgeted salary)	3,000.00
Public Information Officer (5% of budgeted salary)	1,000.00
Tax and Fringe Benefits (pro rata)	2,600.00
Office Space (20% of 800 sq. ft.)	1,450.00
Legal Charges	2,300.00
Insurance and Bonds	1,850.00
Overhead and Office Supplies (including telephone, utilities, and maintenance)	5,000.00
Postage	175.00
Travel	1,500.00
Budget Item 425 (projected)	31,000.00
Assumed "Real" Costs for 1979-80	$59,875.00

While in some areas the assigned costs are estimates, the amount as outlined in Part 1 is a very close approximation of the true assignable costs for athletics-related activity. We hope that the Board understands that it is not possible to keep exact records of allocations of time, so those figures are by their very nature our closest estimates. As we indicated earlier in the report, there will be income sources of approximately $20,000.00 to offset to some extent the expenditures.

Part 2 - Projected Real Costs to Upgrade Program

If the Association chooses to modify the present structure as it relates to governance of athletics, this could be approached in two ways. One alternative would be to upgrade the program in-house to give it specific staff identity and responsibility. A second alternative would be to separate the function and make it a self-contained unit with its own governance form. The costs for choosing one of the two options vary greatly.

The following is a cost projection for what we call Option 2, which would assume an upgraded program "in-house." The proposal would meet some, but not all, of the concerns being voiced by some of the membership. The ingredients for such a program are:

Commissioner	$ 40,000.00
Secretary	12,000.00
Public Information Officer (50% time)	11,000.00
Enforcement Staff (50% time)	14,000.00
Taxes and Fringe Benefits	15,500.00
Office Space (800 sq. ft. @ 65¢)	6,240.00
Legal Services	5,000.00
Insurance and Bonds	2,000.00
Overhead and Office Supplies	5,000.00
Postage	425.00
Staff Travel	3,000.00
Budget Item 425 (including awards)	20,000.00
	$134,165.00

As members of the Board can see, the cost of doing business with an upgraded program increases significantly the Association's program costs.

Such a program would, however, meet some of the concerns being expressed about the governance scheme in the athletic arena. The projections for such a program would call for a modification of the current dues schedule if other Association activities were kept at their current level. It is the staff's assumption that, while the amount which Part 2 projects is more than 30 percent of the Association's budget, an aggressive program of promotion could offset some of the cost.

Part 3 - Projected Costs for Separated Functions

A third alternative considered by staff and one which is supported by some groups in the field is a program which would establish a new identity and a separate function for the governance of athletics. This option would clearly define the program and staff as being responsible for the governance of athletics in the state; it would also, staff is sure, increase the visibility of the program. In projecting this model, staff has drawn upon Part 2 with those modifications necessary to support a separate entity. Those program costs are projected as follows:

Commissioner	$ 40,000.00
Secretary	12,000.00
Enforcement Staff (50% time)	14,000.00
Tax and Fringe Benefits	12,500.00
Public Relations (contracted)	15,000.00
Office Space (1,000 sq. ft. @ $1.00)	12,000.00
Legal Services	5,000.00
Insurance and Bonds	2,000.00
Capital Outlay (first year)	7,500.00
Utilities and Maintenance	3,600.00
Supplies (first year)	5,000.00
Postage	425.00
Staff Travel	3,000.00
Budget Item 425	20,000.00
	$152,025.00

It becomes fairly obvious that the more specific and separate the program becomes, the more the costs increase. The program above, as with Part 2, would have some offsetting income. For the first year, that income would not be projected at more than $25,000.00.

Summary

The staff has attempted to preview three models for underwriting the costs of the governance of athletics in California's community colleges. The cost models vary in intensity from one which assigns existing real costs to one which would call for a separate governance scheme. We have undertaken the review and projections without regard to funding source.

It is the assumption of the Executive Director that the issue of separation of dues for athletic and non-athletic purposes is a policy issue which transcends cost. The issue with which we dealt was one of upgrading levels of service to the member colleges and did not deal with Association priorities.

The primary charge to the staff has been completed. The issue of a funding scheme to implement an upgraded program still must be addressed. We trust that the information provided will allow the members of the Board to initiate some discussions based upon reasonably accurate information. The staff stands ready to move forward on what we would assume to be phase two of this project, that is, some recommendations and priorities for governance and operation. If it is the intention of the Board to pursue this, we can make it an action item for the Board of Directors at the September, 1980, meeting of the Board.

LEM:sew

APPENDIX E

CCJCA 1980-81 MEMBERSHIP DUES
BY COMMUNITY COLLEGE DISTRICT

APPENDIX E

1980-81 CCJCA INSTITUTIONAL MEMBERSHIP DUES
BY COMMUNITY COLLEGE DISTRICT

District	No. of Coll.	1979-80 Budget	Basic Fee	District Size Fee (.0003 of Budget)	Total Fee
Allan Hancock	1	10,177,110	500.00	3,053.00	3,553.00
Antelope Valley	1	5,018,327	500.00	1,505.00	2,005.00
Barstow	1	2,237,996	500.00	971.00	1,471.00
Butte	1	8,932,838	500.00	2,680.00	3,180.00
Cabrillo	1	11,998,205	500.00	3,599.00	4,099.00
Cerritos	1	20,432,270	500.00	6,130.00	6,630.00
Chaffey	1	15,958,364	500.00	4,788.00	5,288.00
Citrus	1	9,681,505	500.00	2,904.00	3,404.00
Coachella Valley	1	9,405,464	500.00	2,822.00	3,322.00
Coast	3	53,553,578	1,500.00	16,066.00	17,566.00
Compton	1	6,748,745	500.00	2,025.00	2,525.00
Contra Costa	3	35,343,751	1,500.00	10,603.00	12,103.00
El Camino	1	24,885,532	500.00	7,466.00	7,966.00
Foothill-De Anza	2	42,228,849	1,000.00	12,669.00	13,669.00
Fremont-Newark	1	8,041,673	500.00	2,413.00	2,913.00
Gavilan	1	4,241,121	500.00	1,272.00	1,772.00
Glendale	1	10,711,471	500.00	3,213.00	3,713.00
Grossmont	2	18,734,373	1,000.00	5,620.00	6,620.00
Hartnell	1	8,704,796	500.00	2,611.00	3,111.00
Imperial	1	6,697,324	500.00	2,009.00	2,509.00
Kern	3	22,694,494	1,500.00	6,808.00	8,308.00
Lake Tahoe	1	1,554,261	500.00	466.00	966.00
Lassen	1	4,076,020	500.00	1,223.00	1,723.00

District	No. of Coll.	1979-80 Budget	Basic Fee	District Size Fee (.0003 of Budget)	Total Fee
Long Beach	1	24,079,441	500.00	7,224.00	7,724.00
Los Angeles	9	164,302,409	4,500.00	49,291.00	-53,791.00
Los Rios	3	43,160,757	1,500.00	12,948.00	-14,448.00
Marin	2	14,293,690	1,000.00	4,288.00	5,288.00
Mendocino	1	3,168,879	500.00	951.00	1,451.00
Merced	1	8,378,531	500.00	2,514.00	3,014.00
Mira Costa	1	7,686,450	500.00	2,306.00	2,806.00
Monterey Peninsula	1	7,966,163	500.00	2,390.00	2,980.00
Mt. San Antonio	1	20,955,582	500.00	6,287.00	6,787.00
Mt. San Jacinto	1	2,993,367	500.00	898.00	1,398.00
Napa	1	7,960,742	500.00	2,388.00	2,888.00
North Orange County	2	41,308,593	1,000.00	12,393.00	-13,393.00
Palomar	1	16,172,103	500.00	4,852.00	5,352.00
Palo Verde	1	919,764	500.00	276.00	776.00
Pasadena Area	1	25,103,442	500.00	7,531.00	8,031.00
Peralta	5	33,624,971	2,500.00	10,087.00	-12,587.00
Rancho Santiago	1	20,563,093	500.00	6,169.00	6,669.00
Redwoods	1	8,609,942	500.00	2,583.00	3,083.00
Rio Hondo	1	11,802,500	500.00	3,541.00	4,041.00
Riverside	1	12,970,752	500.00	3,891.00	4,391.00
Saddleback	1	20,413,301	500.00	6,124.00	6,624.00
San Bernardino Val.	2	19,188,605	1,000.00	5,757.00	6,757.00
San Diego	4	35,435,598	2,000.00	10,631.00	12,631.00

District	No. of Coll.	1979-80 Budget	Basic Fee	District Size Fee (.0003 of Budget)	Total Fee
San Francisco	2	43,816,524	1,500.00	13,145.00	14,145.00
San Joaquin Delta	1	18,746,968	500.00	5,624.00	6,124.00
San Jose	2	19,226,031	1,000.00	5,768.00	6,768.00
San Luis Obispo	1	5,992,426	500.00	1,798.00	2,298.00
San Mateo	3	32,839,859	1,500.00	9,852.00	-11,352.00
Santa Barbara	1	11,983,697	500.00	3,595.00	4,095.00
Santa Clarita	1	4,103,640	500.00	1,231.00	1,731.00
Santa Monica	1	15,630,900	500.00	4,689.00	5,189.00
Sequoias	1	9,023,255	500.00	2,707.00	3,207.00
Shasta-Tehama-Trinity	1	8,900,885	500.00	2,589.00	3,089.00
Sierra	1	9,731,836	500.00	2,920.00	3,420.00
Siskiyou	1	3,213,676	500.00	964.00	1,464.00
Solano County	1	8,044,475	500.00	2,413.00	2,913.00
Sonoma County	1	17,077,358	500.00	5,123.00	5,623.00
South County	1	17,924,948	500.00	5,377.00	5,877.00
State Center	2	19,213,679	1,000.00	5,764.00	6,764.00
Sweetwater	1	12,255,445	500.00	3,677.00	4,177.00
Ventura	3	26,908,745	1,500.00	8,073.00	9,573.00
Victor Valley	1	4,647,488	500.00	1,394.00	1,894.00
West Hills	1	4,171,739	500.00	1,252.00	1,752.00
West Kern	1	2,464,696	500.00	739.00	1,239.00
West Valley	2	21,719,914	1,000.00	6,516.00	7,516.00
Yosemite	2	17,706,162	1,000.00	5,312.00	6,312.00
Yuba	1	9 705,199	500.00	2,912.00	3,412.00
TOTALS	106	1,239,166,287	53,000.000	371,670.00	424,670.00

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